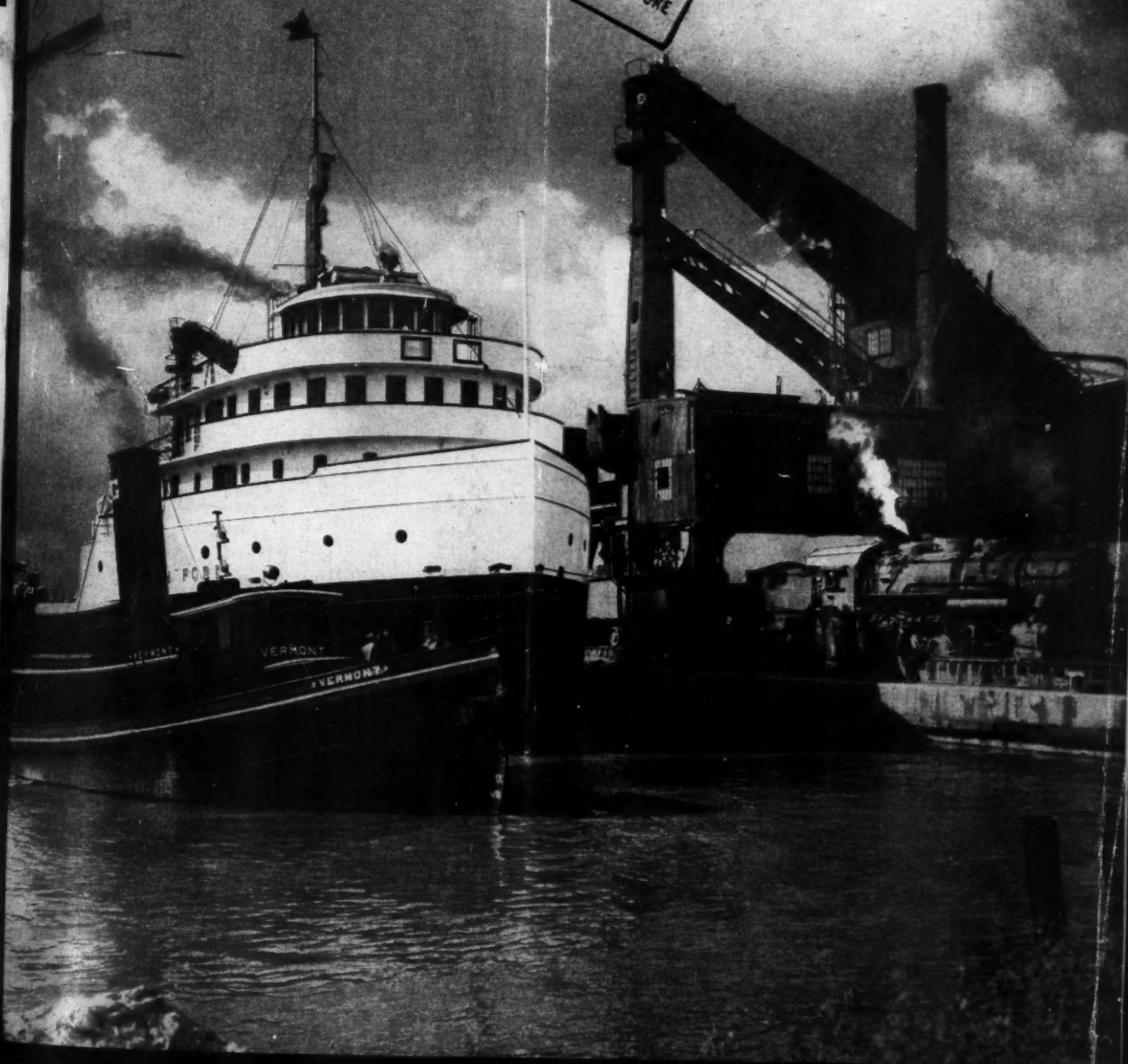
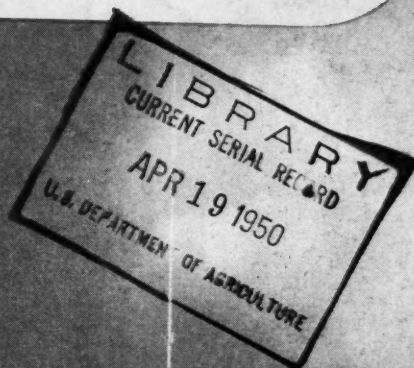


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APRIL, 1950



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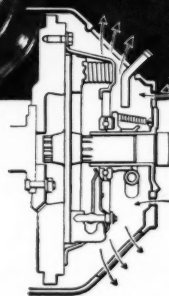
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APR



# **\$17<sup>00</sup> Handling Job Cut to \$14<sup>0</sup> with BAKER TRUCK**

**Same Truck helps  
Johnson Steel & Wire Co. im-  
prove worker efficiency and  
increases storage capacity  
40 to 50%**

*With 48" forks brought together to form a ram, truck unloads  
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*Steady production is  
maintained by keeping  
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with material, despite  
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*With no extra cost or  
effort, coils are stacked  
2 and 3 high, thus  
doubling capacity of  
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**A Baker Material Handling Engineer will be glad to show  
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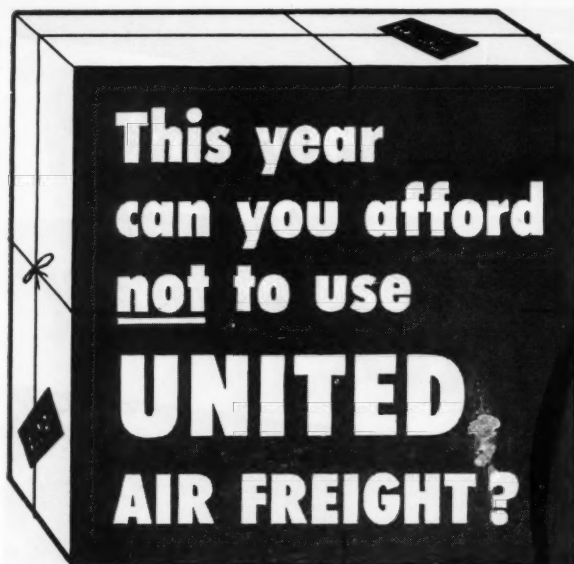


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#### 6. Customer Demands Can Be Met Overnight

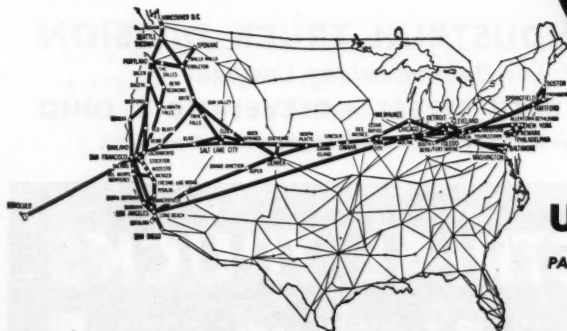
You can take the guesswork out of buying... test new styles for popularity. Quick replacement of fast-selling ready-to-wear items enables retail outlets to offer a wider selection of styles without increasing inventories.

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Quicker delivery reduces in-transit inventory... brings faster return on your investments. Your selling season is longer, and you can replace goods up to the very last day.

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## FRONT COVER

Baseball isn't the only "season" that opens in April. Traditionally, the month also marks the opening of the inland waterways season. This month's front cover takes cognizance of the event by showing the S.S. Benson Ford unloading iron ore at a Great Lakes port. But distribution never consists of a single element working alone. Thus the freight train on the siding in the right foreground. Photo by Philip Gendreau, N. Y.



H. S. WEBSTER, JR.  
Publisher and Editor

THEODORE WHITMAN  
Managing Editor

GEORGE POST  
Assistant Manager

o o o

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Special Correspondents: Arnold Kruckman, Washington, D. C.; Fred Merish, New York; Randall R. Howard, Chicago; R. Raymond Kay, Los Angeles; H. F. Reves, Detroit.

Editorial Assistant: Donald Atran.

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VOL. 49, NO. 4

April, 1950

## SPECIAL FEATURES

Is the Truman Transportation Plan the Answer?	11
The Auditing of Traffic Functions	G. Lloyd Wilson 12
Inventory Control	Milton Goldstein 14
Checking by Inter-Com	J. A. Richards 16
Modernizing Merchandise Warehousing	19
The T. M.'s look at I.C.I.	20
Coordinating Traffic and Purchasing	J. W. Witherspoon 22
What's Wrong with Transportation?	Alexander Markowitz 24
Security in the Air	Dr. John H. Frederick 28
Tractor-Trailer of the Air	30
Procedural Aspects	H. T. Griswold 32
ASTT Quiz	34
Packing Developments	36
Frozen-Orange-Juice Maiden	38
Nailable Steel . . . A New Answer to Old Problems?	49

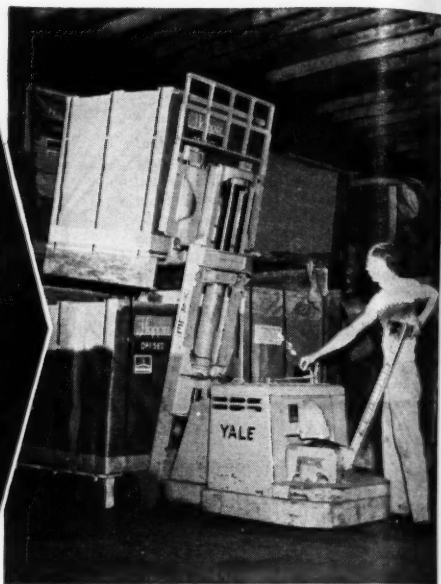
## DEPARTMENTS

Editorial	7
Letters to the Editor	8
Books and Catalogues	48
Coming Events	48
New Products and Procedures	50
Distribution Activities	52
Obituaries	53
Getting Down to Cases	Leo T. Parker 55

**STATEMENT OF POLICY . . .** Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of these activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.



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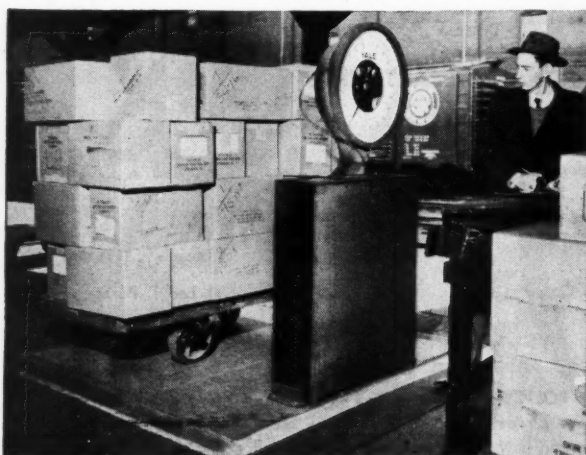
Get in touch with our nearby Yale Representative for complete information on how to move in on high costs by keeping materials "on the move"—economically.

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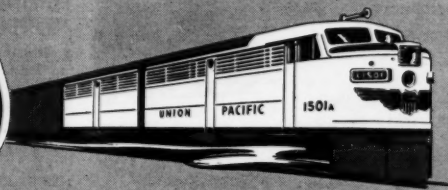
## Safe at home

Getting a run across the plate is like getting a freight shipment to its destination safely and on time.

As in baseball, it takes organization and teamwork to get results. It takes a hard-hitting group of experienced men.

Union Pacific also provides the equipment and facilities to expedite your freight. Dieselized motive power, new classification yards that cut switching time in half, and electrified central traffic control are among the recent major improvements which assure shippers of fast, efficient service.

We won't be satisfied until all shippers who patronize our railroad can sincerely say "That Union Pacific is a great outfit."



BE SPECIFIC: *Ship* UNION PACIFIC

# FRUEHAUF TRAILERS CUT HAULING COSTS and the Savings are Passed On to YOU!

Fruehauf Stainless Steel Trailers deliver both raw materials and finished products for Shedd-BARTUSH FOODS, Inc., on a fast shuttle system between 6 of its major plants located throughout the east, south and southwest.



Trailer transportation is a story of tremendous savings to American industry . . . savings on the fast, dependable delivery of nearly everything you eat, wear and use . . . *savings that are passed on to you every day.*

Everywhere, in over 100 different industries, users of Trailers find Fruehaufs the lowest-cost performers on *their* jobs. A multitude of different Fruehauf Trailer body types serve them night and day—bringing you *more for less.*

Find out how low-cost Trailer transportation may be applied to your business. Write for Fruehauf's free "Transportation Cost Analysis." Fruehauf Trailer Company . . . Detroit 32 . . . Los Angeles 58 . . . In Canada: Weston, Ont.

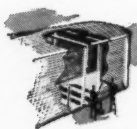
Trucks pay their share—and more—for their use of our highways. Although trucks make up only about 18% of all motor vehicles in the country, they pay over 32% of all motor vehicle taxes.

## ONLY FRUEHAUF BUILDS STAINLESS STEELS



**FRUEHAUFS HAUL BIGGER PAYLOADS**—For comparable capacity, strength and durability, the new-type Stainless Steel is the lightest Trailer on the road! Carries up to 4000 lbs. more payload than conventional units.

**FRUEHAUFS LAST LONGER—**There is no record of a Stainless Steel Trailer ever having worn out. All the basic structural members are built of lighter, stronger, longer-lasting Stainless Steel.



**FRUEHAUFS COST LESS TO OPERATE**—There is practically no upkeep cost on Stainless Steel. Never requires painting . . . resists corrosion . . . can't rust out. The first cost is virtually the last cost.



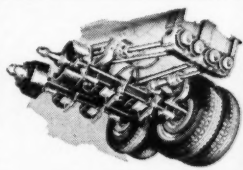
### RAW MATERIALS VIA TRAILER

Shedd-BARTUSH FOODS cut cost of hauling raw materials—perishable food-stuffs—with these insulated Fruehaufs. These savings are passed on to you!



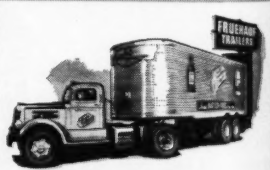
### FINISHED PRODUCTS VIA TRAILER

Shedd-BARTUSH FOODS cut cost of hauling finished products—margarine, prune juice, dressings—with Fruehaufs. These savings are passed on to you!



### WORLD'S BEST TRAILER

Users of Fruehauf Gravity-Tandems report tire mileage up to 247,000 miles . . . fuel savings, too! No other Trailer costs less to operate—per day, per year.



### WORLD'S BEST SERVICE

Fruehauf keeps Trailers rolling with a network of 80 Factory Service Branches, coast-to-coast. Every Branch can handle anything from regular maintenance to emergency repairs.

# FRUEHAUF Trailers

WORLD'S LARGEST BUILDERS OF TRUCK-TRAILERS



# EDITORIAL COMMENT



## Perfect Shipping Month?

**A**PRIL is here, and Perfect Shipping Month is once again with us. This is the fourteenth year of its existence. The Shippers Advisory Boards initiated the annual campaign with fond hopes, which appear indeed to have gone aglimmering. The cost per ton of freight handled is now higher than at any time since the war. Before seeking the reasons for the poor showing, some thought should be given to the concept underlying this campaign.

Perfect Shipping Month is a misnomer, and for more than one reason. This month, or any month in the future, could hardly be perfect unless claims were zero. For another thing, calling it a *shipping* month comes close to calling it a *shipper* month, with the implication that it is up to the shipper to do his part in reducing loss and damage. The fact is—and the railroads, among other carriers, will admit this—the shippers as a whole have been doing their utmost to reduce losses and consequent claims. After all, it's the shippers who have to do the ultimate paying. Not to forget the consignees, who too often lose sales and hold the shipper responsible for damage which is incurred in transit.

Perfect shipping month as a concept has a serious weakness. It is the weakness of singling out a single month for campaigning, when logic suggests that every month, every day in the year must mark a constant drive for reduced damages and losses. Again, it must be stated that most shippers are aware of this and are bending every effort at all times to reduce claims. Why, then, haven't they succeeded more than they have? Well, part of the fault must be put at the door of the carriers. This sounds almost like heresy, considering that the railroads have been weeping bitter tears about claims for years.

Tears are no help, and neither are broad, periodic appeals for better shipping. The railroads and other carriers have got to stop talking generalities, such as how large the losses are and how important it is to have full shipper cooperation. Instead, they have to buckle down to specifics. More effort and more earnest effort by the carriers are needed. And when facts are dealt with, they must be in language that the every-day shipper can understand.

The shippers, for one, have been getting down to specifics, and those specifics show that losses are very largely the fault of the carriers. Of the hundreds of instances which could be cited, the following is typical. A traffic manager found that of over 50 cars of steel products going out, there were four instances of failure. Analysis indicated that those losses affected but two customers. It was finally concluded that it was less a matter of packing techniques and more a question of long hauls and rough handling.

This is not to imply that traffic managers are not sometimes at fault, or that packing and packaging techniques and materials are always wisely chosen and applied. There are many instances of traffic men and their co-workers who are perfectly willing to sit back in complete comfort and exert a minimum of effort. What is needed, more than ever, is for the traffic manager and others in shipping to get out and inspect, question and listen. A

chip-on-the-shoulder attitude and verbal assaults are less effective than a factual and reasonable approach. To reduce losses and damage, study and close attention to details are more useful than verbal blasts.

Constructive thinking and action are also needed right in the plant. Here is an instance of careful planning and organization. A certain company has several plants, each of which has a committee on shipping practices. These committees consist of several shippers, packers and loaders. A representative from each plant, with the general traffic manager as chairman, makes up the top coordinating committee. This committee, consisting of production and shipping department men and superintendents, handles questions requiring top consideration, and particularly those which cannot be solved at the plant level.

It should not be surprising that the traffic manager is the chief coordinator. This is definitely logical. He is and should be the "starter-upper," the "trouble shooter," the man who looks for trouble, finds it and stops it. More than this, he is the salesman who is constantly stressing that there's always a better way of doing it.

There are many similar cases of real organization of shipping functions, of attention to fine details. They go to prove that the carriers had better look in their own yards and try to find similar examples of planning and coordination.

To show how great is the room for improvement in carrier loss and damage work, attention should be called to some serious failings in carrier data on loss and damage. And keep in mind that these figures provide the basis for carrier campaigns to reduce losses.

Three sets of figures on claims are available, and they just don't jibe. Here is one set: for every claim filed, 484 tons of freight were moved by railroad in 1946; 493 tons were moved in 1947; 584 tons in 1948 and 636 tons in 1949.

Second set of figures: in 1946 the cost of claims per ton of freight originated was 3.66 cents; in 1947 it was 4.22; in 1948 it was 4.73 and in 1949, 4.96.

Of course, it will be granted that price fluctuations must be considered. Hence the second set of figures must be adjusted. These figures become: in 1946, 3.66 cents; 1947, 3.17 cents; 1948, 3.07 cents; and 1949, 3.57. The sudden jump in 1949, as well as the decline from 1946 to 1948, are significant.

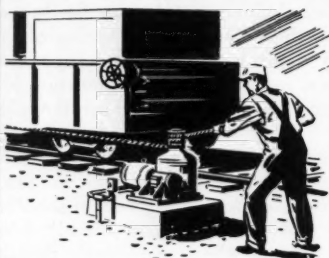
It is true that, despite the above analysis, the general figures on claims have some validity. An eastern railroad advises that the amount paid out in claims per dollar of revenue was a fraction of a cent higher in 1949 than in 1948. To cut down the estimated \$200 million loss appreciably, then, the attack must be on all fronts: transportation, packaging, statistics, equipment, man-handling and elsewhere.

To do the job, it will take the combined and coordinated efforts of everyone involved, not just in April, but throughout the year.

*Thanks are due Henry H. Pratt, Crucible Steel Co. of America, for his contributions to this page.*

Now—move cars  
**CHEAPLY!**

...without fuss,  
danger,  
or delay



**ABOLISH** shifting charges and lost time, with a **LO-HED CAR PULLER!** With this rugged, weatherproof machine you'll load and unload faster; save demurrage costs; remove the danger of industrial accidents. In addition, a **LO-HED Car Puller** can save money right in your plant. It pulls anything that can roll or slide... on the level or grades... around curves and corners.

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LOW OVERHEAD**



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Stokers, Marine Deck Auxiliaries, Hele-Shaw  
Fluid Power, Lo-Med Hoists, Lo-Med Car Shakers

American Engineering Company  
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Gentlemen: Send me full information on the **LO-HED Car Puller**.

Name .....

Company .....

Address .....

City ..... State .....

## LETTERS to the Editor

### 1950 Directory

To the Editor:

I wish to take this opportunity to congratulate you and your staff for the fine work done in connection with your 1950 Directory.—*J. Leo Cooke, President, J. Leo Cooke Warehouse Corp., Jersey City, N. J.*

To the Editor:

I have your 1950 Directory number and consider it one of the finest directories of its type that we have access to. We use it a great deal in selecting warehouses to fit into the distribution schemes of our members.—*A. C. Welsh, Manager, Traffic Dept., Brooklyn Chamber of Commerce, Brooklyn, N. Y.*

To the Editor:

I wish to take this opportunity to compliment you on the February, 1950 Annual Directory issue of **DISTRIBUTION AGE**. I continually marvel at the completeness and the excellence of your directory. I feel that our industry is very fortunate in having such a fine publication. It is a credit to every segment of the warehouse field and as time goes on, assumes greater importance in the distribution network, and is the key to the economic status of our country.

May I express the hope you will continue to publish and maintain the high standard of your book which has become a definite part of our warehouse economy.—*Clyde E. Phelps, Executive Secretary, Associated Warehouses, Inc., Chicago.*

To the Editor:

We received the 1950 annual Directory and think that it is very well arranged and that it would be easy to get any information relative to warehousing very quickly.—*A. M. Hays, Traffic Manager, Hedrie & Bolthoff Co., Denver.*

To the Editor:

We have received the 1950 Annual Warehouse and Where-to-Buy Directory of **DISTRIBUTION AGE**, which was forwarded to me.

This Directory is a great assistance to us.—*S. R. Mallory, Manager, Transportation Dept., International Business Machines Corp., New York.*

### Control of Routing

To the Editor:

It is with considerable interest that we follow the articles Mr. Henry G. Elwell writes for your excellent publication. However, in "Why Bring Government In?" published in your

December issue, there is a remark by Jack McCormack to which we take exception. He states "... on the other hand, the shipper has no actual control as to the routing, beyond the originating carrier when a consignment is forwarded by motor truck."

In the case of Metzner Stove Repair Co. v. Herman L. Ranft, d/b/a as D. & R. Forwarding Co., 47 M.C.C. 151, the Commission said:

"Although part II of the act does not specifically grant to shippers the right to designate the routes by which their property should be transported by motor common carriers, such carriers are charged with the duty, under section 216(b) of the act, to establish, observe, and enforce, just and reasonable regulations and practices relating thereto. Misrouting is an unreasonable practice."

On the basis of this decision, we have insisted, successfully, that our routing instructions must be observed when shipments are consigned via more than one motor carrier.—*James W. Lee, Traffic Manager, Bendix Aviation Corp.*

Mr. Elwell replied as follows:

Perhaps the statement in the article might have been more definite if it had read "... the shipper has not actual legal control ..."

It may be, though, that Mr. Lee has overlooked the matter of the difference in the rights of shipper and carrier under the Act. While the shipper may not route, as mentioned in the "Jack McCormack" article, at the same time the carrier is not expected to misroute.

Mr. Lee's reference to successfully routing beyond initial trucker is probably the result of past experience in regular movements to certain points via certain carriers.

It might be suggested that in instances where a shipper insists on a specific joint route by truck, he might be using an "economic club," rather than having the legal right to specify the routing.

In the decision cited by Mr. Lee, it will be noted that the Commission handled the situation on the basis of a designated section of the act, rather than on the basis of the definite right of a shipper to control the routing of a shipment via a highway carrier. In the absence of a reasonable route selection by the carrier, we very much doubt that the Interstate Commerce Commission would directly support a complaint from a shipper as to carrier's variance from the shipper's specified route.

The question raised by Mr. Lee is quite technical, but it is one which might well be further explored at a later date, to the interest of all concerned.

# WHY DON'T YOU SAVE THIS KIND OF MATERIAL HANDLING MONEY?

## CASE HISTORIES

### Reveal 50% to 75% Cut in Costs With Automatic Electric Truck Handling

#### PAPER & PRINTING

##### Handling, Storing Flat Paper Stock OLD METHOD



Skid loads moved and stored by 2 men with hand trucks.  
2 MEN X 8 HOURS ...  
... 16 MAN-HOURS PER DAY

##### NEW METHOD

1 MAN with 1 AUTOMATIC TRANSTACKER  
1 MAN X 8 HOURS ...  
... 8 MAN-HOURS PER DAY



SAVINGS 8 MAN-HOURS PER DAY at \$1.00 per hour... \$8.00 per day  
ANNUAL SAVINGS... \$2,000.00  
BONUS... 2900 additional sq. ft. storage space at 80c per sq. ft.. \$2,320.00  
TOTAL ANNUAL SAVINGS \$4,320.00

#### ELECTRIC APPLIANCES

##### Unloading Radio Cabinets OLD METHOD



Cabinets unloaded from car and moved by hand truck.  
To unload one car 25 MAN-HOURS  
LABOR COST per car \$32.75

##### NEW METHOD

2 MEN with 2 AUTOMATIC SKYLIFTS 6 MAN-HOURS  
To unload one car  
SAVED PER CAR ...  
... 19 MAN-HOURS



LABOR COST Saved per car... \$24.89  
250 CARS ...  
Man-Hours Saved. 4,750  
250 CARS ...  
HANDLING COSTS SAVED \$6,222.50

All American Industry is using this service-proved, Automatic Electric Truck way to cut material handling costs 50% to 75% ... to end back-breaking labor, cut down accidents, product damage.

Read the case histories on this page. They are typical of many in our files. *YOU* can save that kind of money too, no matter what your product.

Whether it's the Transporter, that lifts and moves tons of your product with easy finger-tip control, or the Transtacker or Automatic Skylift Electric Trucks that stack as well as lift and move your material, these brawny electric trucks save you costly man-hours, pay for themselves in as little as months.

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#### METAL PRODUCTS

##### Handling Tinplate OLD METHOD



Moving heavy tinplate in bundles weighing 2,800 pounds each from freight car to storage by hand truck  
To unload one freight car  
9 MEN 3 hours... 27 MAN-HOURS

##### NEW METHOD

3 MEN with 3 TRANSPORTERS  
To unload one freight car  
3 MEN 1 HOUR... 3 MAN-HOURS  
SAVINGS PER CAR... 24 MAN-HOURS

LABOR COST SAVED PER CAR  
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BONUS 6 additional men available for more productive work



#### WAREHOUSING

##### Handling Building Materials OLD METHOD



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COST OF UNLOADING AND STORING ... \$28.00

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1 OPERATOR and 1 HELPER with 1 AUTOMATIC ELECTRIC FORK TRUCK  
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SAVING PER FLAT CAR \$23.50  
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Heavy-duty engineering for long truck life on tough truck jobs is yours now in every single new International Truck from 4,200 to 90,000 pounds GVW.

That's the same extra value engineering that has kept Internationals first in the sale of heavy-duty trucks for 18 straight years.

Cost-conscious, profit-minded heavy-duty truck users have preferred Internationals year after year for only one reason: heavy-duty engineering means that International Truck performance is longer life performance, lower operating and maintenance cost performance.

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"Proved under actual operating conditions" takes in years of time, millions of dollars, countless miles. But these new Internationals took in all those and then some—to give you proved-in-advance performance.

No matter what kinds of roads or loads, climate or conditions your trucks must meet, there's a new International that has been proved right for your requirements:

Find out all about that truck from your nearest International Truck Dealer or Branch, soon.

International Harvester Builds  
McCormick Farm Equipment and Farmall Tractors  
Motor Trucks . . . Industrial Power  
Refrigerators and Freezers



Tune in James Melton and "Harvest of Stars"  
NBC, Sunday afternoons

***ALL NEW, ALL PROVED***

# **INTERNATIONAL TRUCKS**

INTERNATIONAL HARVESTER COMPANY CHICAGO

# IS THE

# Truman Transportation Plan

## THE ANSWER?

ON March 13, President Truman sent Congress 21 plans for government reorganization. From the standpoint of transportation administration, the proposals did not go as far as had been expected. For one thing, they did not, in any sense, centralize transportation regulation in the Department of Commerce, even though the appointment of an Undersecretary of Commerce for Transportation was recommended.

It was proposed that the Maritime Commission be abolished and its duties transferred to a three-man Maritime Board, to be set up in the Department of Commerce to handle regulatory and subsidy functions. With respect to ship-construction and operating-subsidy determination, this board would be guided in policy by the Secretary of Commerce; but its decisions, once made, would be conclusive. In such regulatory matters as approval of rates, the board would act as an independent agency. To carry out other duties of the Maritime Commission—administration of subsidies, management of the government-owned merchant fleet, and similar functions—the President's plan would establish a separate Maritime Administration in the Department of Commerce—separate, that is, except for the fact that the Chairman of the Maritime Board would serve also as Maritime Administrator.

The President's proposals leave the ICC and CAB just where they are now. It cannot be said, as some have suggested, that the appointment of the Undersecretary for Transportation portends any transfer of regulatory functions now held by these two bodies to the Department of Commerce.

Rather, it suggests that this new official may be the coordinating agency primarily concerned with governmental *promotion* of transportation, instead of regulation.

The meagerness of the changes proposed by President Truman will come as a disappointment to many of those concerned with sound administration of transportation policy, for there is pretty general recognition among carriers, investors, and shippers that the so-called national transportation policy developed in this country over the past seventy years is not working well today.

There are those who say that we have no workable transportation policy at all at this time. There are others who say that we may have a statement of policy and some fine words, but that this does nothing more than set a goal. It is the contention of this group that policy is one thing and laws are another and that it is perfectly plain that the two are not coinciding today. On the other hand, there is an ever decreasing minority who say that our policy is fine, that it is working and that they are perfectly satisfied.

If we followed without deviation and with equality of interpretation the words set down by Congress, we would go far toward an efficient and economical system of transportation, adequate for peacetime and wartime needs, irrespective of what agency of transportation rendered the service. And in arriving at this efficiency, each form of transportation—rail, water, highway, and

air—would be given a fair and equal chance to do that part of the whole job which it could do best. This is our ideal; unfortunately, it is not an accomplished fact.

Unless the policy in print and the policy in the minds of legislative and regulatory authorities coincide, our ideals are of no avail. Unfortunately, the record shows that any adherence to an over-all purpose on the part of regulatory authorities, administrative agencies and legislators has been purely accidental. Truman plans to the contrary, we shall still have overlapping and conflicting Federal laws, wasteful governmental expenditures, cumbersome and ineffective regulation. Too many Federal agencies are dipping into transportation. There is no coordination of policies and practices.

The policies now being applied have developed piecemeal. Seldom, if ever, have they been the result of deliberate planning; usually they have resulted from the application of one governmental control after another. These controls were originally for the purpose of preserving and fully utilizing the energies of private ownership and management. They were not intended to bring about government ownership and operation; as a result of existing administration, they are doing just that.

Transportation has been allowed to expand at loose ends. Our great transportation machine is a pyramid of vast excesses in capital investment, both governmental and

(Continued on page 64)

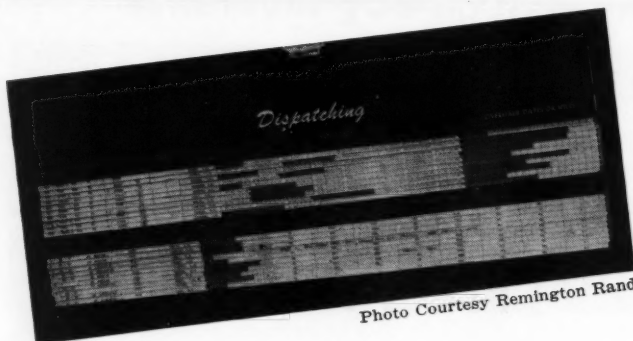


Photo Courtesy Remington Rand

# The Auditing

BY G. LLOYD WILSON

*Professor of Transportation and Public Utilities  
University of Pennsylvania*

**I**F a company's traffic operations are to be kept running at the high degree of efficiency demanded by today's business conditions, it is imperative that there be undertaken from time to time a critical examination of these operations. Companies doing business in a dynamic economy cannot afford to sit back secure in the feeling that what has worked well for the past twenty years constitutes efficiency-plus today.

Changes are taking place in traffic functions no less than in production or sales. Recent years have seen major revision of shipping practices, rate patterns, and legislation affecting the movement of goods. If the practices of the traffic department are not critically reviewed in the light of these revisions, the company sustaining that department is courting economic atrophy and the traffic department itself is failing to realize its full potential.

This review, or audit, may be undertaken in several ways. It may be done—particularly in industries where the traffic department is responsible for all traffic and transportation functions—by staff-members of the traffic department, who report the results of their examinations to the executive in charge of that department.

Or the function may be performed by an auditor or auditors of the accounting department, whose findings and recommendations are reported to the executive head of the accounting department.

A third way in which this ser-

vice can be performed is by one or several internal auditor task forces, which may include men trained in traffic, accounting and legal operations. However composed, the internal audit groups should be familiar with good operating practices, with the essentials of industrial traffic management, with the law respecting the rights and duties of carriers and shippers, and with the accounting techniques and practices of the industries they serve. Whether the auditors are full-time employees, or specialists who perform the services for clients on the basis of fees, they should be able to consider the operational, traffic and accounting aspects of the problems they encounter and of the procedures they examine, so that their findings and recommendations will be sound from the broad managerial standpoint rather than from the narrow standpoint of any one of the specialized facets involved. Otherwise, the auditors may make recommendations which improve operating procedures but result in transportation costs which more than cancel out the operational gains; or they may advise changes in transportation practices which reduce transportation costs but disproportionately increase operating expenses. Changes may be recommended in transportation or operating practices which may be ingenious but are actually worthless because they are unlawful. Caution must be exercised to insure that the operating, plant transportation, and external traffic procedures are adequately and

efficiently meshed with the financial and accounting procedures so that these specialized aspects of management are properly correlated.

## Traffic Functions and Auditing

Because of wide variations among industries it is fruitless to undertake complete standardization of traffic functions. Despite the differences in traffic functions among various industries, however, there is a fundamental similarity in the objectives of industrial traffic departments—that of insuring adequate and efficient transportation services at the lowest net over-all cost consistent with the quantity and quality of transportation required, and at a cost which represents a fair price for the carrier, or a compensatory coverage of total costs, if the services are performed by the company itself.

The responsibility for auditing the procedures and costs related to transportation is a comprehensive one, as broad as the duties of traffic management itself, and sometimes more inclusive. Some traffic departments do not have operational responsibility for internal plant transportation performed by locomotives, freight cars, motor vehicles, and other facilities. However, a comprehensive transportation and traffic audit should survey the operation and costs of services performed within the plants by these facilities, as well as of the transportation services purchased from carriers and the services rendered outside the plants by the company's own transportation facilities.



# ng of Traffic Functions

**When a task force from the traffic, accounting, and legal departments sharpens its pencils, hauls out its microscope, and launches "Operation Traffic," "Operation Economy" is often the result.**

In order to be more specific without undertaking to list categorically all of the traffic functions and costs which should be audited, we can say merely that all of the internal or plant transportation operations and all of the external transportation and traffic services should be subjected to review. An audit of the responsibilities of traffic and transportation departments, then, should include the following:

1. An audit or reaudit of the bills of transportation on inbound and outbound shipments.
2. An audit of prepaid transportation charges against the terms of purchase or sale contained in the invoices and contracts.
3. An audit of contracts and charges for the lease of transportation facilities and equipment—including freight cars, locomotives, and other facilities used in intraplant transportation.
4. An analysis of the freight-car demurrage accounts of plants to determine the applicability of the demurrage charges, the benefits and drawbacks of operation under average demurrage agreements of the carriers, and the un-

derlying causes of car detention, with the purpose of suggesting ways and means for their reduction or elimination.

5. An audit of the description of shipments to determine any variance from strict conformity with the classification or tariff description of the goods.

6. A check of the scale, or of the agreed weights at which inbound or outbound shipments were billed, and of the actual weight of the goods. This can be done by weighing representative samples or spot-check weighing entire lots. In this way, absolute accuracy of weights and strict conformity to the regulations of the carriers will be assured.

7. An examination of weighing procedures and practices to determine their adequacy and accuracy, and their compliance with inspection and weighing-bureau standards.

8. An audit of packing and packaging procedures to determine the correctness of the charges upon the goods in relation to the manner in which they are packed, and to discover possible means of improvement.

9. An audit of the preparation,

filing, and collection of claims against the carriers for loss, damage and delay, with the view of examining the procedures and practices and verifying that the rights of the owners of the goods are being adequately asserted.

10. An audit of overcharge claims, to insure that all proper claims for overcharge are prepared properly and are collected.

11. An audit of the undercharge statements made to the carriers to correct freight bills which understate the lawful transportation charges, so that the carriers may issue "balance due" bills for the balances of the freight charges lawfully due carriers.

12. An examination of procedures and practices used in connection with reparation claims for assessment of unlawful rates, to insure that such actions are taken upon the proper lawful basis of rates and within the statutory time limits.

13. An audit of the readjustment of transportation bills in connection with shipments which have received, or are to be given transit services such as fabrication, milling or storage in transit.

14. An audit of the tonnage of shipments against unused transit billing, to insure that the billing can and will be applied against outbound tonnages within the period of time allowed for the transit privileges.

15. An audit of bills for accessorial transportation services, including diversion and reconsignment, perishable-protective services, and other special or terminal freight services.

16. An examination of storage  
(Continued on page 27)

## TASK FORCE

**An internal auditing team can improve traffic and transportation practices and reduce costs in the following areas:**

1. Shipping and receiving;
2. Plant and local transportation;
3. Routing of shipments;
4. Freight rates;
5. Claims for loss, damage, delay and overcharge.

# INVENTORY CONTROL

**I**NVENTORY control gives assurance that stocks of goods are adequate but not excessive. It includes the establishment of an effective system of recording inventories at sound values as well as the control of the movement of goods.

Since "movement of goods" is included in this definition, the traffic manager is of necessity a factor. His control is over the movement of raw materials and semi-finished goods into the plant, and finished goods from the plant. (And sometimes through the plant.)

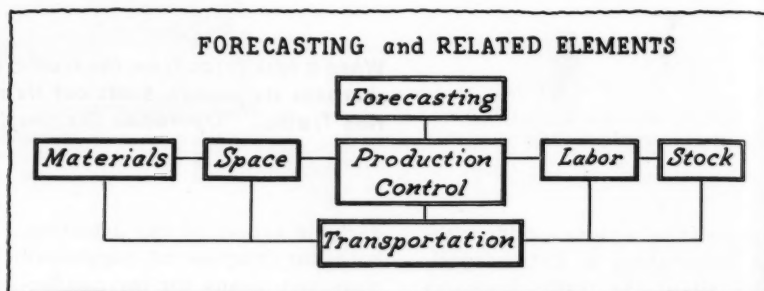
Inventory control is in part, therefore, a traffic management function. In both traffic management and inventory control the basis is control of costs and movement of goods.

However, before an organized program of inventory control is placed into operation, certain precautions must be taken to insure success. A survey of plant utilization is necessary. This must include a thorough study of products, plants, departments, materials, machines, men and flow of authority. From this study the mechanics for systems can be determined.

Inventory control can be divided into three levels: forecasting, controls and transportation.

Since "movement of goods" is included in that definition, the traffic manager is necessarily a factor. He is the one that controls the movement of raw materials and finished products into and from the plants. (And, sometimes, transportation *through* the plant.)

Inventory control, therefore, is (if in part indirectly) a traffic management function. In both traffic management and inventory control are involved control of cost and the movement of goods.



Before an organized program of inventory control is put in operation, certain precautions must be taken. A survey of plant utilization must exist or be made. This should include a thorough study of products, plants, departments, materials, machines and men. The mechanics can then be established. Strict inventory control is divided into three levels: forecasting, controls, and transportation.

## Forecasting

Before forecasting sales and production for any particular business, certain factors must first be analyzed. These factors include length of time in business, type of commodities, nature of business, research and planning, and flow of authority.

Forecasting for industry has been getting a great deal of attention in recent years. Sometimes it is done on a scientific basis, but more often not. The elements of forecasting for sales and production are: past performance records, current economic conditions, factory capacity, style trends, demand trends, and advertising schedules.

Orders data have long been recognized as a tool of value in appraising the business outlook. It is also of value in determining the prospects for the individual company.

Basic consideration in the use of orders data are: (1) how far in

advance can inferences be drawn, (2) how reliable are those inferences and (3) what other factors should be examined.

In considering business volume and levels, "anticipatory statistics" have much use. These statistics can be employed in projecting industrial production and sales data, both for the individual producer and the industry.

To be able to analyze and utilize orders data, it must be determined whether orders and backlogs are kept as a separate record, or whether one is estimated from the other. Also, it must be determined whether all sales are reported in data, or only a part.

The traffic manager is in a position to use such past performance records as a means of forecasting, providing the flow of authority will permit this, and no other organized methods of scientific forecasting exist.

Traffic managers in several industries are providing production forecasts to the manufacturing departments. Besides using past performance records (tabulated for a "normal" market over a period of time), information is obtained on present trends of demand, present stocks of both raw materials and finished products, and possible effect on consumer or trade advertising. Each business will present its own kind of problem, and methods of forecasting will therefore vary.

**The traffic manager must be a key factor in the basic elements of inventory control: forecasting, production control, and transportation.**

By MILTON GOLDSTEIN,  
Traffic Manager Serutan Company

Where items shipped move in volume and come in several different packings, percentage figures can be developed. These will show how much of each month's production will be needed for each size or product. And, how much will be needed in each of the various sales territories.

Incidentally, the traffic manager should use his imagination and take his cue from various "leads." For example, in working out a forecast based on past performance records of shipping, he may find that warehouses or plants could be located more strategically. Here, too, is a basis for inventory control and a true field for the traffic manager.

### Controls

The standardization of methods and processes is basic to increased efficiency. Control over raw materials and supplies and finished stocks is accomplished with running and perpetual inventories, and other reference records as are necessary. The principal tool is the printed form. Hence before considering the functions and equipment involved in inventory control, attention will be centered on documents.

These must be standardized, yet comprehensive enough to take care

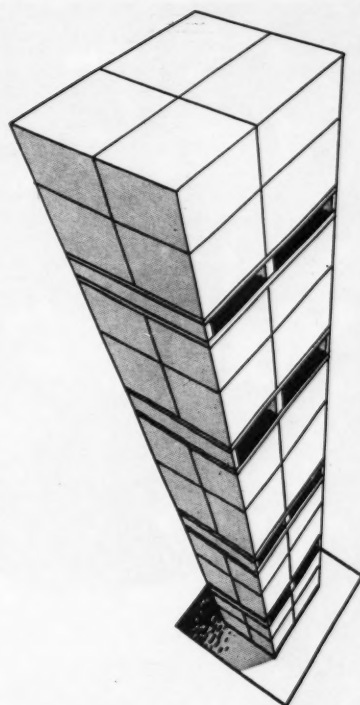
not only of present requirements, but also "near future" plans. Analyze them at least once a year, and revise as necessary.

Records must be accurate, for insurance purposes, valuation, assets, etc. They are financial reports. These records are needed for purchasing and accounting, as well as production. They help control supplies, raw materials and finished products, and enable inventories to be built up on a planned basis. Excess inventory investments are curtailed.

The traffic manager will find it necessary to keep records on stocks of raw materials, supplies and finished products in outside storage. For example, raw materials may be entered on a perpetual inventory by lot number, symbol number, storage date, warehouse location, plus any other information necessary. (Lot inventories will feed into a master inventory.)

Withdrawal is made by lot number or storage date as found needed. Since the traffic manager is aware, from his production schedule, of what materials are needed and how often, he arranges for trucks or rail cars to meet requirements. The withdrawals will be made on proper authority.

When merchandise receiving is



under control of the traffic manager, and receiving reports are his responsibility, copies of these will go to purchasing, accounting, and materials control sections. The receiving report forms should contain sufficient information to permit any interested official to pick out that which affects their departments. This can include checking against a copy of the purchase order for the application of freight charges, compliance with routing and packing instructions, etc. The traffic department has a vital interest in such matters.

Standardization of descriptions and material nomenclature will result in quicker writing-up of the receiving reports. Simplification by the use of codes or symbols is indicated, where many items are received. A symbol manual is frequently prepared.

Standardized documents are also important for personnel reasons. An effective method of standardizing training in the handling of receiving and shipping papers is to prepare manuals of procedure, as for example one for the receiving

(Continued on page 44)

### STEPS IN INVENTORY CONTROL

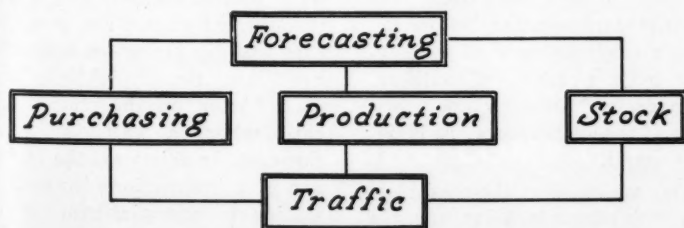






Fig. 1. Checker, with waybills conveniently spread before him, issues instructions to sorter-loaders in trailers.

# CHECKING BY INTER-COM

**Motor-freight terminals find electronically controlled, centralized checking the key to increased efficiency.**

BY J. A. RICHARDS

**T**HE rule of thumb has produced many a sore thumb, especially in the trucking industry. This rule says that a checker can handle—assuming a busy terminal and close to full loads at least one way—four or five trucks per shift. Well, that's guesswork, which is a better name for rule of thumb.

There is scarcely a highway carrier who has set out to determine exactly how much a checker handles per shift. The usual estimate is about four trucks. Are the trucks full, or partly loaded? Bulk merchandise or a mass of small packages? Fact is, the company rarely knows.

In the production field, the engineers can tell you to the pound or to the item how much each operator produces. In the common-carrier industry, an industry with several thousand operators doing a gross volume totaling billions

of dollars yearly, a major expense item in terminal operations goes almost unobserved, and certainly unmeasured with anything approaching accuracy.

Technical progress—and technology is the key to modern distribution—is being hindered by the above lack of knowledge. Consider that there is equipment on the market, economical to purchase and use, that holds little appeal to the average over-the-road hauler simply because he doesn't know some of his costs and how out-of-line they are.

One such cost is that of checking in terminals. The equipment that can bring these costs into line is modern communications devices, already being used successfully by a number of southern, northern and eastern operators. Some of these operators are large, some small.

One major over-the-road carrier, with offices in Atlanta, saved \$30,000 the first year it installed

communications equipment. The equipment paid for itself in a few months.

A second carrier, also with offices in Atlanta, operates a fleet of hundreds of trucks. It was able to save \$630 a week through the installation of this centralized checking system. But savings are by no means limited to large operators. A carrier in Detroit, and one in a small city in Louisiana, both report substantial savings, even though their fleets consist of only a few dozen units.

Here's how centralized checking works. A central checker sits inside the terminal before a two-way "master station" (see Fig. 1) through which he can communicate with the sorter-loaders on the platform. Small lights next to each button on the station indicate when a call is coming through. In this way, the checker can give instructions through the station to one platform or han-

(Continued on page 26)

Mr. Richards is with a company which manufactures inter-communication equipment.


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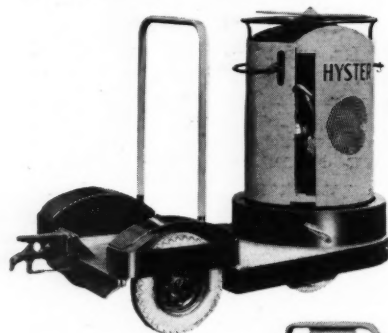


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**EATON MANUFACTURING COMPANY**  
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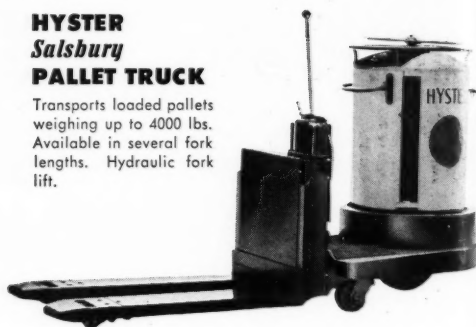
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Capacity 4000 lbs. Low platform makes bulky or heavy cargo handling easy.



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Transports loaded pallets weighing up to 4000 lbs. Available in several fork lengths. Hydraulic fork lift.



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Hundreds of Turret Trucks are in use. They are low in first cost, low in operating cost, high in job performance, are extremely simple to operate.

HYSTER Salsbury Turret Trucks are sold—and more important—serviced by Hyster dealers all over the world. Ask for a demonstration. Or mail the coupon for a copy of the Turret Truck catalog, just off the press.

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# Modernizing Merchandise Warehousing



1. General view, showing trackage facilities with five-car spot and ready access to loading docks.

***This combined merchandise-household goods warehouse, utilizing rail and truck transportation, fork trucks and conveyors and improved space utilization, shows the advantages possible in a one story and basement structure close to a city's center.***

IN the summer of 1948 it was found to be absolutely imperative that a new and large facility be constructed in order to consolidate the warehousing operations of Compton Transfer and Storage Co. and operate more efficiently. Existing tariffs also made it impossible to obtain a satisfactory profit. Labor costs, taxes, and general administrative overhead had doubled and in some cases tripled, and it was no longer possible to handle and store the commodities handled in the pre-war period at a profit, using multi-story mill-constructed buildings with limited floor load capacity and inadequate elevators.

Several national accounts offered to lease Compton facilities at a figure that would produce a greater net profit than if they were operated as a commercial warehouse. A decision had to be made whether to go into the merchandise warehouse business on an efficient and profitable basis or quit.

After a year of travel by executives in all sections of the United States to study the latest developments in warehouse construction, a modern merchandise warehouse was designed. The first and most important consideration was to incorporate those features which would cut to the minimum the man-hours of labor in the general offices, shipping department, dispatching, warehousing and unloading.

Careful study was made of proper location. By good fortune a spot

was secured directly across the tracks from the Union Pacific freight depot at Boise, Idaho. All incoming freight trains are stopped at this point, the trains broken up, and the cars switched.

This warehouse location is a most convenient spot for the switch crew to place cars directly from the incoming train. The location is within four blocks of all the leading wholesale firms in Boise, and the same distance from the center of the retail district.

Having located, the next problem was congestion. In designing the building, the dock was built 225 ft. long and 15 ft. wide. Twenty trucks can dock at one time. This dock serves a dual purpose; it accommodates incoming and outgoing shipments for the merchandise warehouse department, as well as the distribution of pool cars. The packing area was set back 28 ft. from the street so that all trucks would be off the thoroughfare and there would be ready access to the building.

Careful study was made as to the proper arrangement of the office facilities. Customers entering the front door may go directly into the general manager's office, conduct their business at the counter with the receptionist, bookkeepers and other department heads, or go just a few feet to the shipping department handling the details of all the merchandise accounts.

Customers calling with their own trucks for shipments backing up to the dock enter the dispatcher's



2. Palletizing condensed milk at car siding. Note extra conveyor section at right.

3. Moving palletized loads to elevator for storage in basement. Washing machines are in background.

4. Basement area can accommodate 115 cars of canned milk.

office which is served by a counter with ready access to the shipping department. This arrangement saves much confusion in the general office yet gives supervisory  
(Continued on page 40)

Good l.c.l. handling, as exemplified by this Union Pacific operation, means good l.c.l. service.

**T**HE l.c.l. problem is serious. It is particularly serious to the many companies whose l.c.l. freight bills run to several million dollars annually.

Primarily, the l.c.l. problem is a problem in rates; but once you begin with rates you have to consider poor handling, poor routings, delays at terminals, obsolete thinking by carrier management, the cutting of corners on markings and cartons, loss and damage, and all of the other factors, big and small, which add to the l.c.l. bill and help increase those rates.

Today, the l.c.l. problem is largely a railroad problem. Better service, lower damage and higher efficiency are necessary if the l.c.l. volume left to the railroads today is not to decline further. Moreover, it is a problem that the railroads will largely have to solve for themselves.

There is no point in the railroads saying they haven't the volume of freight necessary to improve l.c.l. service; this may be true to some degree, but if the railroads take refuge in this argument, they'll continue losing business. There is much room for improvement, and when there is improvement there'll be more l.c.l. business.

Take as one instance the matter of cotton work-clothing. This commodity moves on l.c.l. rate based on third-class exceptions in certain territories. (The rating by rail is first class, but, there being a "sufficient" amount of tonnage, the railroads were induced to provide an exception rating giving the lower third class for this com-

modity.) Railroad tonnage for many other commodities being low, the first-class rating applies. This means that such goods pay a higher rate when moved l.c.l.

But is the tonnage "low" on these commodities? It's low only because the railroads deem it low. (Excluded here are obvious cases of low volume.) It's low because it's a losing proposition the way the railroads are set up to handle such l.c.l. merchandise.

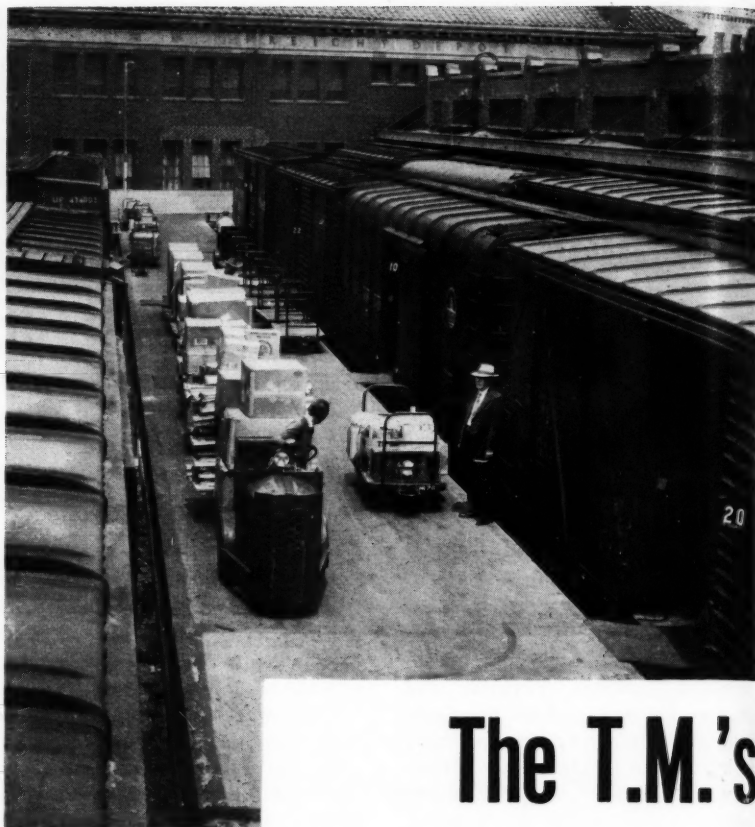
This brings up the important question of pooling freight. Say a company ships a certain number of items from a point in New York State to points in Virginia and North Carolina. Instead of the goods being shipped to a consolidation point close to those states, they go to another point in New York State, where the railroad has other goods for consolidation. It is true that this means heavier merchandise loads for the rail cars; but it also means added handling and delay.

If there were an exchange of freight between stations of dif-

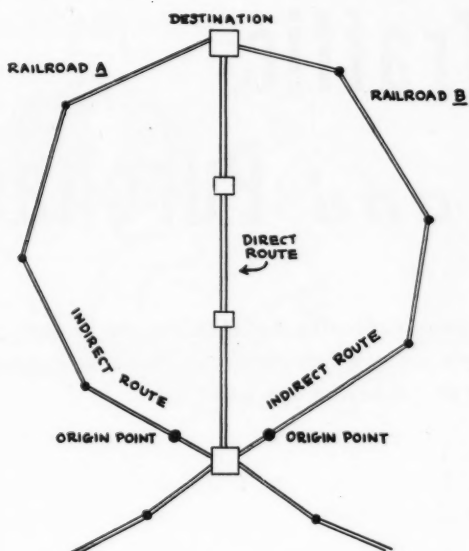
ferent railroads at various local points, there would be less indirect shipping and less handling. Such pooling of tonnage is not now legal. Also, it would violate shippers' specified routings. But the Interstate Commerce Act could be amended. Some railroads might lose out a bit on revenue—they couldn't hog freight so easily—but such a plan would cut out duplicate facilities at terminals.

Shippers would need education. For example, shippers in given localities would have to forego the selection of routes, in order to provide the desired volume and help improve service. Of course, some shippers are today pooling their freight from certain points, but many shippers have difficulty in making up cars through their own pooling arrangements. In any case, benefits to the railroads have been localized.

Now for the question of rates and revenues. Truck and rail ratings are approximately the same, but the rates are such that, on the whole, the truck scale is low-



## The T.M.'s



Railroad pooling arrangement. Roads pool shipments at square at bottom of diagram, ship direct to destination at top.

(assuming the carload merchandise is available); but keep in mind that the above railroad is fighting to hold l.c.l. traffic, partly because of the nature of the road's traffic and partly because l.c.l. rates are higher. It feels that it is better to lose full utilization of some rail cars than to lose l.c.l. business. This railroad's management has learned that if it doesn't do everything possible to hold its merchandise, the shippers will not only ship l.c.l. by truck, but even ship carload by truck. This has been happening already.

The above example of forward-looking railroad management is duplicated elsewhere. For example, a Southern railroad has recently appointed a specialist to look into l.c.l. Perry Shoemaker, R. B. White, and others are working on l.c.l. and getting results. In fact, Mr. Shoemaker said words to this effect to a leading traffic manager not long ago: Dig into the situation. If you find something wrong, tell me and I'll find a way to correct it. You traffic managers have a big job to do in the l.c.l. field. Unfortunately, many of you just complain about high rates without pinning down the things that contribute to those high rates and without coming up with a rational program or approach of your own.

On the other hand, many railroad men, it seems, have little conception of how important l.c.l. revenue is to the railroad. A look at ICC statistics would show them that the railroads take in well over a half-billion dollars annually in l.c.l. revenue. Perhaps that's

(Continued on page 40)

## 's look at l.c.l.

**A traffic manager tells what he and several other traffic managers think of railroad l.c.l. service.**

er. If to this is added better service by the highway carriers in practically every section of the country—as indicated by shippers' statements—the inevitable result will be increased use of highway facilities.

The resulting lower railroad revenues mean decreased ability to buy handling equipment and institute other means vitally necessary to improve service. One company found a year ago that shipments to a certain point in New Jersey were being delayed more than shipments to other points in the state. Investigation showed the following picture: Cars were being unloaded at the terminal by hand, and the heavier volume of freight at that time was being reflected in serious delays. Crews were picking out the cars which were easy to unload, leaving those packed with hundreds of packages for the last. This, of course, meant waste of time; but the crew was kidding itself into thinking it was doing a faster job.

Things like this are happening

all over the country right now. True, there is less of it. Some terminals have fork trucks, cranes and pallets; their operations have been speeded up and made more economical. More money in modern handling equipment, even if it hurts for a while, and one long step toward more l.c.l. business will have been taken.

This is how a certain western railroad has tried to solve the handling problem. Packages going to Milwaukee are taken out of a car at, say, Chicago. They are put on industrial trailers, and the trailers are then towed by industrial tractor into the car for Milwaukee and left there. No tiering, no hand unloading, no careful stacking, and so on. At Milwaukee, the car is opened. A tractor goes inside, tows out the trailers, and takes them to local truck locations. It is true that a large part of the rail car is not used under this method, and from the railroad point of view it might often be more profitable to use cars for carload merchandise than for l.c.l.



# Coordinating Traffic and Purchasing

*The best purchasing agent in the world can't save his company a penny unless the traffic manager is made an integral part of the buying operation.*

**O**F all the industrial functions requiring close coordination in the interest of efficient management, none are more intimately linked than traffic and purchasing. This affinity is increasingly being given practical application, since top management is inevitably recognizing that these functions, while separable in many respects, must be more closely coordinated to regulate the orderly movement and storage of raw materials and equipment.

Both functions, of course, are essential in industry. The purchasing agent must be familiar with commodity prices and commodity availability, and be posted on trends in such prices and on the quantities available. He is a means by which raw materials are made available to the production line. On the other hand, the traffic manager, insofar as the utilization of carriers, the determination of rates, and the promotion of inbound shipments at lowest cost are concerned, performs an equally important function.

However, the traffic function is more than a routine determination of rates, rules and regulations with its own techniques and its own perspective. Excessive piles of commodities in storage provide scope for traffic management to regulate the movement of incoming raw materials. An excessive number of sources, with consequent multiplicity of rates and

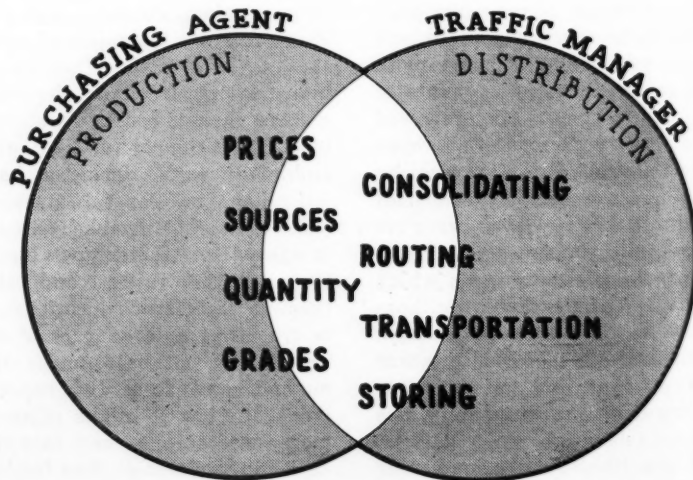
regulations, may result in excessive paper work and high departmental costs. These and other examples indicate that there is a large field in which the two functions must be coordinated in order to maintain orderly and economical distribution and production functions.

## Separate Purchasing Department

This area of common interest varies with industries and even with companies. In the manufacture of rubber and related articles there is probably a greater variety of commodities going into production than in any other industry producing goods of a comparable size and weight. These commodities include belting, tire cord, various metals and a long

list of chemicals. Because of the complexity of purchasing, this company has set up a department of purchasing, separate and distinct from other departments in the company. Since raw materials come from practically every country and involve transportation costs and regulations of extreme diversity, it was found advantageous to have purchasing rely rather heavily on the traffic department.

This is particularly important in relation to competition between the various rubber-products producers in Akron and in other cities over the country. The purchasing agent, with competition and hence cost reduction in mind, must depend on the traffic manager to provide precise informa-





By J. W. WITHERSPOON

*Assistant General Traffic Manager  
United States Rubber Company*

tion on the classification of materials.

Involved in classification is the applicable rate, which in turn takes in the value of the commodity, the nature of the carrier used, etc. In addition, there is the question of frequency of delivery. Schedules, therefore, are urgent and the traffic department must work them out in order to lengthen or shorten the transit time of commodities, as required by production. Here is an important area for the closest possible cooperation between the traffic and purchasing departments.

#### **Traffic Functions**

The most effective way to reduce inventories and related costs is to provide for the purchase of minimum quantities of raw materials at frequent intervals, and at the same time avoid the very high l.c.l. rates. The traffic manager, being familiar with the quantities available at the various sources, is able to consolidate shipments and thus obtain carload rates. By moving commodities on a carload basis, the traffic manager is in a position to control the arrival time of the carloads, an important consideration in establishing production rates at the plant.

This question of consolidation is not as simple as it sounds. The following are a few of the matters requiring consideration: points of origin and stop-off, class ratings,

commodity ratings, and weight breakdowns. And there is a great need on the part of the consolidators for a thorough knowledge of insurance and f.o.b. terms.

In our organization, we have a manager of consolidations in the general traffic department. It is his duty to cooperate with branch traffic managers in consolidating their tonnage. The method is as follows:

The purchasing agent at a branch plant wires information on a commodity purchase to the manager of consolidations. The latter develops a schedule for the movement of commodities which "mix" with this commodity so as to effectuate the payment of a carload or truckload rate, rather than an l.c.l. or l.t.l. rate.

The purchasing department submits each day to the traffic department the orders for purchase made that day. This gives the traffic department ample opportunity to inform the vendor as to the specific routing he must observe on purchase orders submitted to him for the movement of raw materials. When it is necessary to notify the vendor on short notice of the need for an immediate shipment of raw material, the purchasing agent must first contact the traffic department to determine routing and type of carrier to be used. This assures the arrival of the material at the time

needed by the production department.

By the above means, coordination with purchasing insures consolidation wherever possible, thus minimizing transportation costs. Also, it facilitates prompt action on routings, and raw-material flow is closely meshed with the production system. Quantities for storage are kept to a minimum, and vendors are given sufficient opportunity to keep their output and shipping schedules in line.

In regulating inventories at the home plant, consideration is given to keeping occupied space at a low level. However, the purchasing agent, who is anxious to buy at favorable prices on a rising market wherever possible, may feel that a heavy purchase is warranted on occasion, despite utilization of storage space. Where it is not possible to find available warehouse space close to the point of manufacture, he will turn to the traffic manager.

The latter can arrange storage-in-transit facilities at strategic points; here the commodity can be stored at nominal cost, to await the appropriate time for shipment to the main plant. No additional freight charges are incurred under such a plan. Clearly, the determination of this arrangement is not a purchasing department function, but rather that of the traffic department.

# What's Wrong with Transportation?

*A practical transportation man examines the complexities of transportation and comes up with practical recommendations.*

BY ALEXANDER MARKOWITZ

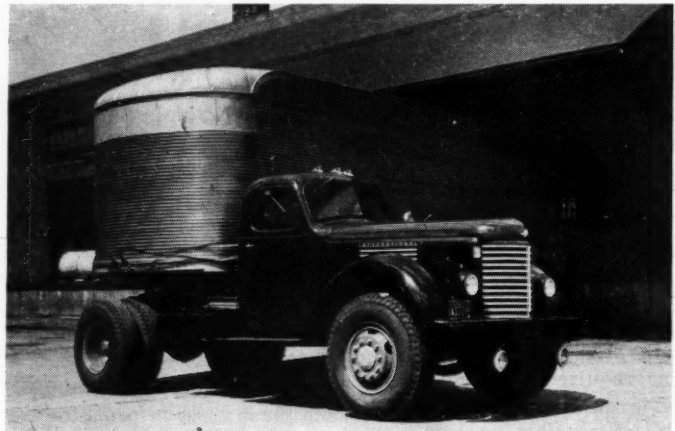
*New York and New Brunswick Auto Express Co.*

THIS article presents, in direct fashion, some thoughts of an individual whose concern is entirely with the growth of a sound transportation system, maintained in private hands, under proper public regulation and dedicated to public service. This article constitutes a self-examination of the transportation business, by one *engaged in transportation*, not from the outside. What the transportation business needs is good house-cleaning and a self-examination in a critical way, for the sake of achieving the goal—sound transportation—for which it claims to strive. All men of good will desire that result. All transportation agencies, and shippers using those agencies, find important changes taking place in the role played by each medium. There is a proper place for all, and there should be an end to the processes that are now serving to weaken them.

## Rail Freight

Across-the-board percentage increases repeated several times have resulted in railroads being priced out of the market on much important traffic. This policy can and should be changed. Rail failure to examine and increase low spot rates has caused dissipation of revenue and accelerated the need for horizontal increases. Low spot rates should be made to "pay their way" before percentage increases are applied to all traffic.

Rail carriers should explain their attitude on l.c.l. traffic. Either they want it or they do not. If they want it, they should improve the service substantially. If they do not, they should withdraw their rates on this type of traffic entirely and allow agencies better fitted to handle it to establish proper charges.



The deterioration in rail service helps no one. It should be stopped, to preserve the traffic remaining to the roads and on which they desire to offer competitive service.

The policy of first permitting traffic to be diverted and then to try to get it back by rate reductions that would not have been necessary in the first place will accomplish little. The forms of transportation to which such shipments were diverted will meet the reductions, and no one will gain anything. The time to stop diversion is *before it starts*.

Railroad executives will have to modernize services to make them more attractive to shippers.

The rails, to stay in competition for the long haul business both on service and rates, should change their operations to merit the attention of the shippers and not concentrate their efforts on circumventing competition.

Railroad management needs complete reorganization from top to bottom. Every kind of antiquated thinking and outmoded method must go, and those who oppose that effort must also go.

## Freight Forwarders

Their status as regulated freight forwarders under Part IV. of the Interstate Commerce Act, as shippers in their relationship to the transportation services they employ and their proposal to be designated as carriers now pending before Congress all serve to confuse the true place of the freight forwarder in transportation. The freight forwarder is an arranger of transportation, under the provisions of Part IV of the Act.

A possible result of present efforts to change their status, and enjoy the privileges of all three with the





responsibilities of only one may result in a new type of freight forwarder or consolidating agency in which shipper cooperatives may play a more prominent part.

Their attitude toward motor carriers may need substantial revision.

*Through rail-truck services and rates*, when they come, may eventually supplant freight forwarding service of a public nature as we now know it. This will be accomplished when rail management changes its present attitude toward making through rates with truck lines and realizes that it can perform this job better than anyone else in that manner, using motor truck and rail services, independently owned and operated but coordinated to the best advantages of each. If railroad management persists in its apparent policy not to make through rates with the truck lines, and to dominate or control the operation of

freight forwarders, new laws may be required from Congress to compel that coordination and to institute a service which does not require a third party to arrange it.

Freight forwarders are brokers of transportation, and their activities and relationships with the regulated forms of transportation should be as carefully observed and fixed within certain bounds, as is proposed by the I.C.C. in the proceeding known as *Brokers of Property, Ex Parte M.C.-39*, under Part II of the Act.

#### Motor Carriers

Motor common carriers of commodities generally, over fixed regular routes, are the backbone of the motor transportation system. Saddling them with the necessity of competing with questionable contract carriers and irregular route operations, permitting private car-

rier operations of that type found justified in recent cases, and eating out their substance by promotion of "gypsy" operations in which no investment or responsibility of more than a superficial nature is involved, will weaken this transportation system. The public would then be at the mercy of wildcatters, whose policy is to skim the cream off the traffic.

Motor carriers of all classes will need to change their present rate and routing policies, so as to better protect the interests of the shipper by telling him what he is going to have to pay for a given transportation service, in a tariff which is easily read and applied and which shows those exact routes over which the rates established are applicable.

Motor carriers of all classes should either operate their certificates or permits in full as their terms require or surrender such portion of them as are not being operated in that manner. This will enable carriers who are willing and able to render a complete transportation service to obtain extensions that are in the public interest. This is almost impossible today. The Commission should begin revocation proceedings for that portion of a carrier's rights not being operated.

In its relationship to other forms of transportation, the motor carrier should occupy the role of a regulated transportation agency, dealing with other regulated transportation mediums, without mutual domination.

The line of demarcation between private and for-hire carriage may have to be clearly delineated by the courts since the Commission appears unable to find a proper distinction, and proposes to leave a zone of considerable doubt.

(Continued on page 46)

## CHECKING BY INTER-COM

(Continued from page 16)

dling operative and know that three or four other operatives are putting in calls. Thus he can supervise and check unloading from as many as a dozen trailers at the same time.

Now consider the sorter on the platform. With no checker nearby to distract him, all he has to do is hook his receiver inside the trailer and start sorting and unloading (see Fig. 2). He gets whatever information he needs, and all of his instructions, direct from the checker without taking a step away from his place of work. He answers the checker in the same way. Centralized checking is very fast, so that if a truck comes in that has to be loaded or unloaded in a hurry, the sorter can usually finish the job he's doing before handling the "quickie." Without the intercom, he often had to stop right in the middle of what he was doing to take care of a hurry-up job. This meant confusion, waste of time, waste of effort and frequent errors.

A time-study under the new op-

erating conditions was made by one of the carriers in Atlanta. It was found that twice as many

trucks could be handled during one shift by the new electronically controlled method of unloading and sorting as by the method formerly employed. Intangibles included comfort, satisfaction on the part of both checker and platform men, and most of all, the fact that trucks were kept on the road a greater percentage of the day.

Not all of the additional profits will be traceable to this equipment. Terminals in congested city areas will find that they can get trucks out before the streets become clogged up. And every truck that arrives at the consignee's door on time means that much more good will. In addition, of course, there is the gain to the carrier in drivers' wages and gas and oil—all saved by the truck spending less time in heavy traffic.

In all cases, the operators found that maintenance cost is practically nil and that no special problems present themselves through use of this system. Rather, they report that the system fits neatly

(Continued on page 87)

### Advantages of Centralized Checking

- ★ Waiting time at terminals reduced
- ★ Expense of tracing lost shipments minimized
- ★ "Short" and "over" errors greatly reduced
- ★ Reduced delay due to street congestion in bigger cities
- ★ Savings in gas and oil
- ★ Faster and safer handling on platforms
- ★ Improved employee morale
- ★ Errors in sorting practically eliminated
- ★ Less paper work
- ★ Less paper handling, with duplication of bills eliminated
- ★ No waste motion
- ★ Haulage volume per terminal is increased—it's cheaper to install centralized checking system than to build a bigger platform, or an addition to the terminal. And the master station can be quickly expanded to take care of additional demands beyond those anticipated at first.
- ★ Ease of installation—systems can be quickly set up in terminal without interruption of normal operations.

Fig. 2. Sorter-Loader hooks up receiver in trailer and gets instructions from checker. Note receiver at left. It can be easily moved as operation progresses.



## AUDITING

(Continued from page 13)

and warehousing contracts and charges.

17. An audit of arrangements and premiums paid for insurance of goods in transportation, in order to determine the adequacy of, and the necessity for the coverage in the light of the liability of carriers, warehousemen, and others in possession of the goods.

In large industrial enterprises the audit task force can assist management in coordinating the practices and procedures of plants scattered in different parts of the country and engaged in different and specialized operations. This is primarily the responsibility of a general traffic department, but the auditing team can and should be of assistance, particularly when the local transportation functions are controlled by plant operating departments which are not directly responsible to the supervision of the general traffic department.

Proceeding from the broad objectives of traffic and transportation auditing to more particularized aspects of the work, the audit should result in the improvement of practices and in the reduction of costs or losses in these areas: shipping and receiving; plant and local transportation; routing of shipments; freight rates and charges payments; claims for loss, damage, delay, and overcharge.

### Shipping and Receiving

In the area of shipping and receiving practices the audit should call attention to inadequate or inefficient practices and procedures in shipping and receiving freight through critical examination of:

1. The means of receiving goods from production for shipment.
2. The preparation and execution of bills of lading and other shipping documents.
3. The practices in weighing outbound shipments.
4. The arrangement of the shipping-room and its facilities for handling, marking, loading and stowing shipments.

5. The coordination of preparation of orders and shipments.

6. The specification of types and sizes of freight cars, motor trucks and other vehicles required to handle the outbound shipments.

7. The number of articles taking different rates, with a view toward moving them at the lowest applicable rates.

8. The pooling of small shipments into full lots, in order to take advantage of large-quantity rates.

9. The execution of bills of lading and shipping documents, to verify compliance with buyers' instructions with respect to packing, marking and routing, and to ascertain if any of these instructions resulted in extra expenses to the seller which were not properly covered in the terms of sale.

10. The verification of shipments on the basis of collection of charges at destination.

11. The practices followed in weighing inbound and outbound shipments, in order to make certain that shipments are weighed when necessary.

12. The authorization or requests for transportation services, to establish responsibility for the transactions.

13. The practices used in checking inbound shipments, to determine whether suppliers have followed instructions with respect to packaging, loading, routing and payment of charges. Also, examination of procedures used in recovering from the suppliers any extra costs resulting from their failure to observe these instructions.

14. The records of inbound and outbound shipments to make sure that records are maintained which can be used to prove the quantity, quality, dates, routes, condition, and other data respecting the shipments if it is necessary to support claims or to verify compliance with purchase and sales conditions.

The opportunities for discovering loose practices and procedures through internal auditing are great in local and plant transportation because of the relationships of local and plant transportation to other aspects of plant operation. Unless carefully controlled, plant transportation operations may be absorbing mistakes and costs originating in other departments. In addition, of course, plant and local transportation operations may themselves be running inefficiently.

The audit task force can uncover sources of excessive charges—and determine the responsibility for them—in many aspects of plant and local transportation by:

1. Checking the responsibility for ordering plant switching movements—including spotting of loaded cars for unloading and empty cars for loading, and intraplant movements of loaded cars.

2. Auditing the procedure by which orders are placed with the carriers for freight cars. The release of empty cars should also be checked.

3. Examining the practices used in weighing and reweighing inbound and outbound loaded and empty cars, to insure that accurate records are available without unnecessary weighing operations.

4. Examining records of plant transportation operations, to make certain that necessary information is compiled with respect to date and time of placement and release of cars, routine switching orders, and special moves and weighing.

5. Verifying proper placement of orders for switch movements and for completion of switch movements.

6. Examining yard-checking procedures, in order to establish completion of switch movements.

7. Checking car-service procedures necessary for effective control of demurrage, including ascertainment of responsibility for demurrage. The following should also be checked: identification of every car by initial and number, date and time of actual and constructive placement; track loca-

(Continued on page 42)





# SECURITY... in the Air

**The air carriers are trying to build a reputation for safe freight-carriage. One of their big problems is safe ground handling of packages "traveling light."**

BY DR. JOHN H. FREDERICK *Aircargo Consultant*

UNTIL recently the air carriers have had a splendid loss-and-damage record. For example, over a considerable period one airline paid claims running to less than 1.5 percent of total revenues. But today loss-and-damage claims are on the increase. This is bad news for carriers and shippers alike. Aircargo may still be side-line business for most airlines, accounting as it did in the first nine months of 1949 for but 4.12 percent of the gross revenues of the "Big Four," but in view of the fact that claims paid on single shipments sometimes run to several thousand dollars, the problem of greater security for aircargo becomes important, whether volume of, or earnings on, aircargo are large or small.

Air carriers now have a real chance to sell their cargo services. They have an opportunity to build a reputation which will last for many years; however, if they neglect the security aspects they may achieve an opposite reputation which will last equally as long. Shippers have been well sold on time saved through air shipping, and to a lesser extent, on rates. They can

also be sold on security. Aircargo carriers can do themselves as much good—possibly even more good—by establishing perfect or nearly perfect security records as they can by stressing speed, rate reductions or other traffic-building arguments.

Adequate security for aircargo must be considered in the light of: (1) pickup-and-delivery services; (2) handling on the ground at airports; (3) stowage in aircraft; and (4) the air haul.

Pickup-and-delivery services for most air carriers are conducted in the various cities by independent truck operators under contractual arrangements with individual carriers or through Air Cargo, Inc. The ground haul at each end of the air haul is therefore not directly under the supervision of the air carriers. The security afforded these shipments is equal to that given any other motor freight. Aircargo is picked up with other freight, often mixed with it in local cartage operations, and sorted at a downtown truck terminal before being taken to the airport. In other words, it is handled no differently from other motor freight. For this reason it

should be packed as securely as a shipment going all the way by truck.

After a plane is in the air its cargo gets the benefit of the smoothest means of transportation available. Because of this, aircargo salesmen have been able to promote the transportation of certain commodities with minimum crating and minimum packaging. But all too often sufficient attention has not been paid to the ground handling problem to and from the airport and at the airport itself. It is in these spheres that 95 percent of the loss and damage sustained by aircargo is experienced. Handling facilities and procedures on the ground have not kept pace with the emphasis on light packing.

It is pretty generally realized that cargo-handling still depends too great an extent on manpower. In spite of a few improvements, ground handling and plane-loading still reduce almost entirely to the physical strength and dexterity of the men in the various stowing or ramp crews. Greater mechanization of cargo-handling at airports is a must for greater cargo security. There should be little temptation for anyone to let gravity do the work, and signs like the following, recently observed at an airport, should not be necessary: "The deliberate kicking of passengers or dropping of cargo are grounds for dismissal."

The airlines have been a bit amiss in some aspects of employee train-

(Continued on page 30)

## A Million Miami Visitors Are in a Spending Mood



Keep them supplied

DAILY WITH

# DELTA airFREIGHT

The "season" is year-round now. Last year, an all-out drive began for summer visitors. This year, with new low rates, a flood of reservations is pouring in... for all summer long. Stores on famed Lincoln Road and Flagler Street are revising merchandising plans... want goods fast... want daily control of inventories. Get *your* goods on display fast, replace fast-sellers overnight, via Delta.

### Save Days Overnight Shipping Delta to Miami

Delta offers same-day or overnight delivery from the Midwest. Note these examples of speed at low cost with Delta's new commodity rates.

To MIAMI from	Air Miles	Flight Time	Typical Commodity Rate per 100 Pounds
CHICAGO	1,186	4¼ Hours	\$9.51
ATLANTA	598	2¼ Hours	\$4.85
CINCINNATI	953	4¾ Hours	\$7.62
DALLAS	1,130	6½ Hours	\$9.20

Nothing faster—  
Nothing more dependable.



For complete new commodity rates between Delta cities or terminal nearest you, write AirFREIGHT Department, Delta Air Lines, Atlanta, Ga.

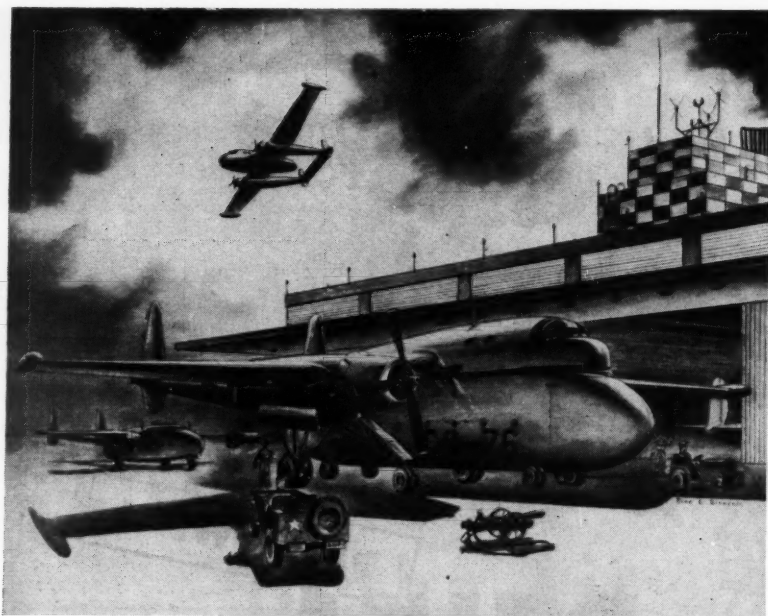
Call Speedy

for fast airFREIGHT  
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Daily schedules to all the West Indies, Central and South America.



Artists representation of Pack Plane operation. Plane with fuselage attached is on the ground. Plane in the air has deposited its loaded fuselage and is off to pick up another.

## Tractor-Trailer of the Air

**A**N all-cargo plane with a detachable fuselage, or "pack," is now being readied for its first flight at the Fairchild Aircraft Division, Hagerstown, Md. The plane may well be the answer to the aircraft designers' long search for a cargo craft able to accommodate plane-load traffic and at the same time serve the demands of private users. Specifically, the Pack Plane, as the craft is called, could be (1) placed next to load-

ing docks, (2) moved over the highway.

This means that it could deposit its cargo compartment at an airport and fly off again to pick up another, already loaded, fuselage. The pack is to the operational half of a plane what a highway trailer is to a highway tractor.

Trailers have stepped up the efficiency of motor transportation; the Pack Plane could well do the same for air transportation. It

would virtually triple the transport efficiency of the expensive operational end of the plane comprising the engines, wings, gas tanks, control surfaces, etc.

The Pack Plane will bear some resemblance to the Fairchild Packet, or Flying Boxcar. Present plans call for a pack 11 ft. 6 in. wide, 10 ft. 2 in. high, and 56 ft. long. These dimensions mean that it would be possible to transport the pack by highway, rail, or water.

Packs will have universal attachments, making them interchangeable among carriers. They will also be interchangeable among helicopters having the correct carrying capacity. Pack Plane operations might work something like this:

The plane would land at the airport nearest the pack's ultimate destination. The pack would be hauled away by a highway tractor (the pack can be fitted with wheels), loaded on a train or surface vessel, or moved by a heavy-lift helicopter. The pack can be detached in ten minutes. In loading, the pack rests directly on the ground.

For some time the Pack Plane will be exclusively a military aircraft, but its potentialities for commercial air cargo are tremendous, reducing, as it will, some of the costly ground handling operations now very much in evidence.

## SECURITY

(Continued from page 28)

ing in the cargo-handling side of the business. If the light-packing sales argument is to hold, personnel training and discipline, leading to careful cargo handling, is necessary. This would be true even with complete mechanization at airports. It should be drummed into cargo-handling personnel day after day that they have an important part in building and holding volume—that air cargo security is their responsibility as much as anyone else's.

Everyone handling air cargo should be impressed with the fact that all packages must be treated as if they contained an impact re-

corder of the National Safe Transit Committee. This group has been conducting test shipments using all means of transportation. The impact recorder registers shock on a tape which runs for seven days without changing. This tape, with its registered shocks, pin-points to within minutes any rough handling experienced by a shipment. Recent tests by air revealed that the only shocks of consequence were received on the ground during ground handling operations, and that in no instance were harmful shocks registered during other operations, including flight. Actual test ship-

ments should be made by all air carriers from time to time, as shipments are automatically handled with greater care when it is known that such tests are being conducted.

Problems of air cargo stowage have received considerable study. In particular, carriers have endeavored to derive the greatest use of available space, so that a given aircraft would carry the maximum load and obtain the greatest possible revenue for a given trip. Considerable study has also been given the problem of plane-protection. Various methods of tie-down have grown out of this effort. Because a plane climbs up and glides down, banks and turns, drops into air pockets and rises over invisible bumps, something much better than the



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usual band iron or dunnage familiar to rail shippers is needed. A sharp downdraft, for example, can lift an entire cargo off the deck of an airplane, and the resultant upward strain may be as much as twice the weight.

Less study has been directed toward the problem of protecting the cargo itself from the damage sustained through the very tiedown methods used to eliminate slack and to protect the aircraft. Ordinary ropes, pulled as tightly as possible, are still used by many carriers. Their effect on the packages at the edge of piles is obvious. The rods, beams, and locks and jacks which comprise various "skyloader" methods, are used with more effectiveness than ropes, but still not without some danger to lightly packed cargo. In all-cargo planes and in some cargo compartments of combination planes, built-in bins or strap bins are offering more security to individual shipments than either of the other methods. Future tie-down facilities will probably take the form of a net, or "covering" type of equipment, plus a simple tie-down unit such as a single web strap or a cable-and-hook-with-toggle for taking care of the unusual or extremely heavy pieces which require separate and individual tie-downs. Considerable experimentation has been done with pre-loaded containers for cargo aircraft and with the use of pallets. Some in the industry think that these latter methods will answer many of the security problems.

There is also the matter of physical stowage — arranging freight in such a way that heavy shipments will not be piled on fragile shipments, that packages will not scrape against projections or against other packages, etc. An amusing but costly experience of one cargo carrier illustrates a careless type of stowage which could have been avoided. It seems a live ostrich was being shipped by air. It was properly crated to avoid kicking, but its head was outside of the crate. Said ostrich was placed in the plane next to a pile of light containers of orchids on departure from San Francisco. By the time the plane reached Kansas City the ostrich had lunched off more than \$500 worth of orchids — a pretty expensive meal.

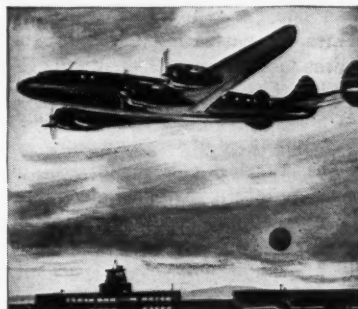
## Atom pile by-products "fly" to help medical research



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# Procedural Aspects of claims suits involving "Shippers Load and Count."

BY H. T. GRISWOLD

*Traffic Manager  
Lamborn & Co., Inc.*

*This article supplements a discussion by Henry Elwell on "Shippers Load and Count" in the September issue of DISTRIBUTION AGE.*

**T**HOUSANDS of dollars are lost each year by vendors and vendees when their claims for shortages in "Shippers Load and Count" shipments are declined by the carriers. It is true that they are sometimes able to reach a settlement with the carriers—rarely exceeding 50 percent—but more often than not the vendor or vendee assumes the entire loss. Usually the claims are for small amounts, involving the loss of one case, one carton or one bag. There are, however, instances of larger losses.

The carriers at large freight yards maintain yard policemen, and there are many reported instances where seals have been tampered with enroute. Therefore, the notation "Shippers Load and Count," while permissible under Section 21-22 of the Federal Bills of Lading Act (U.S.C. 49 Sec. 101-102), creates only a qualified acceptance by the carrier of the merchandise described therein. Such a bill of lading may be contradicted and varied by the carrier, and the carrier is not conclusively bound by the recital in the lading as to the quantity of goods covered thereby in a suit at law.

Shippers and consignees may, if they desire, sue the carrier for the loss sustained when bills of lading are noted "Shippers Load and Count" and there is a clear seal record at destination. It is the aim of this article to point out the procedural aspects involved in such suits and to cite certain cases that sustain the shipper or consignee in his right of recovery.

A shipper or consignee must do more than prove his case "beyond

a reasonable doubt"; he must prove it by a "preponderance of the evidence." The term "beyond a reasonable doubt" is used in criminal law and is usually part of the charge to the jury in a felony case. The term "preponderance of the evidence" means that the scales must tip more favorably toward the plaintiff or defendant if he is to succeed.

In a case where the allegation is negligence of the defendant, the plaintiff can prove his case by a "preponderance of the evidence" by showing the failure of the defendant to use "due care," or by indicating his failure "to exercise that degree of care that a reasonably prudent man would have done under similar circumstances." The plaintiff may also prove that the defendant should have "foreseen" the consequences of his act or acts, and for a failure to have done so, he must indemnify the plaintiff for the damage of which the plaintiff complains.

In some states there are degrees of negligence, and in others the doctrine of comparative negligence prevails. The state of New York, for example, adopts the theory of negligence and does not utilize the theory of gross negligence. Therefore, the situs of the suit may bear upon the outcome. Moreover, in suits against a carrier a jurisdictional question may often arise.

Service of process is difficult because the carrier you wish to serve may not be "doing business" in the state of your domicile. Therefore, you may have to serve the carrier in a foreign state. Moreover, the carrier, as defense to your suit, may contend that "it is an unreasonable burden on interstate commerce," and the courts may entertain a motion to dismiss. These facts and many others mitigate

against a recovery for a suing plaintiff, whether shipper or consignee.

However, there are a number of cases which have been decided in favor of a suing plaintiff for shortages in cars moving "Shippers Load and Count" and having a clear seal record at destination. In this connection, see 56 I.C.C. 347, pages 351-52, where the Commission has pointed out how a shipper may establish a prima facie case.

Let us assume that "A" in New York City sues carrier "X" for \$200 for shortage in a car moving from "B" to "A" via "X." The lading was noted "Shippers Load and Count," and there is a clear seal record at New York City. What must "A" prove to win?

The action would be started in the Municipal Court (limitation \$1,000 or less), because in the Federal District Court there is a limitation of \$3,000 or over. Of course, "A" could sue in the Federal District Court, but if "A" won he would be saddled with costs. To make out a prima facie case, "A" would introduce into evidence: (1) the lading drawn by "B" and received by "X"; (2) the oral testimony of the employees of "A" who unloaded the car; (3) testimony of the employees of "B" who loaded the car; (4) any entries in books made in the "regular course of business" by "A" and "B" (N. Y. Civil Practice Act 374-a). "A" then has established his prima facie case.

"In an action for loss of part of the goods, if you prove conclusively that a certain quantity was not received at destination, the burden then rests upon the carrier of proving that the loss occurred through some case for which it is not liable as an insurer." See *Galveston, etc., R. Co. v. Wallace* 223 U. S. 481. This rule applies notwithstanding that the car moved under a so-called

"clear seal record." See *Bakery v. Dittlenger Roller Mills Co.*, 203 S.W. 798; *Nye-Schneider-Fowler Co. v. C&NW*, 282 N.W. 967; and *Eckman Chemical Co. v. C&NW* 185 N.W. 444.

"A shipper, showing a delivery of goods to a carrier, and that they were not delivered, makes out a prima facie case against the carrier entitling him to damages for loss, and to avoid such damages the burden is upon the carrier to prove its freedom from liability." See *C.R.I. & P. Ry. v. Stouffer*, 111 N.E. 809; *Mustrab-Calahan Co. v. M.K.&T. Ry. of T.*, 209 S.W. 775. See also 129 N. Y. Sup. 368 and 21 N.W. (2nd) 655 for the form of proof which a shipper should offer in support of his allegations. See also *Lewis Poultry Co. v. N.Y.C. R. Co.*, 105 Atlantic 109, and *Palmetto Fertilizer Co. v. C.N.&L. Ry.*, 83 S.E. 36.

The Civil Practice Act of New York, Section 374a, permits the introduction into evidence of book entries "made in the regular course of business." Under this section, stock books, tallies, manifests and receiving entries may be used as evidence in establishing a prima facie case for the plaintiff.

Furthermore, if "A," "B," "C" and "D" have identical causes of action against "X," "Y" and "Z" carriers, "A" may sue "X" for the benefit of "B," "C" and "D," and "X" may defend for "Y" and "Z," under the New York Civil Practice Act, Sections 209-11. This consolidated procedure, which is being encouraged, saves the court's time and prevents multiplicity of suits. Therefore, various shippers could keep records of shortages and if their causes of action are identical, eventually institute joint legal proceedings against a carrier. They could save costs and at the same time obtain a recovery for the damages sustained. However, suits must be commenced within the statutory period. In New York, as in many other states, there is a three-year statute of limitations for negligence actions. The carrier, of course, could move for a severance, which the court might or might not grant.

To dispel any doubt about the testimony of witnesses from with-

(Continued on page 48)

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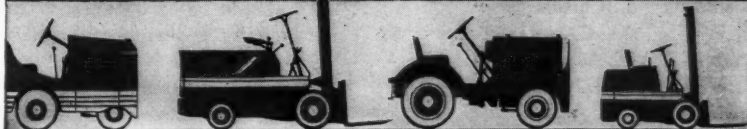
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# ASTT QUIZ

*A typical sampling of examination questions used by the American Society of Traffic and Transportation is presented below. They are excellent guides to the types of questions which may be expected in subsequent examinations for professional status in the field of traffic management.*

1. What is the relationship between improved transportation and specialization of labor and production?

2. Discuss railway joint costs, especially as regards rates based upon cost of service.

3. Discuss federal grants of land to railways: — termination, examples, extent of repayment by railways to government and ultimate worth of grants.

4. Re certificate of convenience and necessity, indicate types of transport to which it now applies. What are the reason(s) for utilization and what is the nature of the showing an applicant must make to obtain approval of a new service?

5. "In view of the highly competitive nature of transportation today, public regulation of rates should be abandoned." Discuss pro or con.

6. Discuss Reed-Bulwinkle Act, circumstances leading to its enactment, and carriers subject to provisions.

7. The railways, in accordance with the Interstate Commerce Commission decision in Docket No. 28310, must promulgate in the near future a uniform classification of freight for the entire United States. Discuss its merits and indicate the difficulties faced.

8. Has the CAB weakened the financial structure of major airlines by approval of excessive competition?

9. Set forth clearly the ICC powers now exercised over commercial highway transport, differentiating between common and contract carriers.

10. Why was the Dennison Act, 1928, passed? What were the results?

11. "To safeguard the financial integrity of transportation for hire . . . sharp limitations should be placed upon the development of private transport by industry." Discuss pro or con.

12. "Because of the many and serious problems faced by the railways of the United States, the United States should move immediately toward government ownership and operation of its railways." Discuss.

*(Examination No. 3. General Business Including: Principles of Economics or Economic Theory, Marketing, Government or Political Science, Geography, and Finance and Banking.)*

1. Since the first World War (1914-18), there has been extensive migration of industrial production from one section of the United States to another. In some instances, relocation of large segments of a particular type of industrial production has occurred. Cite and discuss at least three instances of substantial industrial migration since 1914. Discuss briefly the major reasons for each of the changes in industrial concentration which you have cited. From the point of view of national economic policy, do you believe that relocations of industry such as you have listed should be encouraged or discouraged by governmental authority?

2. Define the term "monopoly." How is monopoly power most readily discernible? Specifically define the U. S. Government policy on monopolies, especially re the A&P case.

3. A company is studying the advantages and disadvantages of increasing the size of its plant facilities in order to increase its

production by 20 percent. In order to make feasible this expansion, the company must seek to develop a new market for textile machinery. What are the principal marketing channels available for the company to use? Describe each channel briefly but clearly and state some advantages and disadvantages of each type.

4. Explain clearly what is meant in economics by (a) demand; (b) elasticity of demand; (c) inelasticity of demand. Describe briefly several factors which may cause the demand for a commodity to be elastic or inelastic.

a. Motor common carrier "M" is considering the publication of a reduced rate on plastic kitchen utensils, in truckloads, between points A and B on its line. How may the decision of the carrier to grant or withhold the rate reduction be affected by elasticity or inelasticity of demand for the commodity to be carried under the proposed reduced rate? Or by elasticity or inelasticity of demand for the motor transportation service on this commodity via Carrier "M"?

5. How would a continued urbanization of the United States affect the boundaries of the "Dairy Belt"? Would an increased demand for dairy products be met by a real expansion or greater intensification? What would happen to the fluid-milk areas? Would portions of the so-called "Corn Belt" be added to the "Dairy Belt"? What factors, other than the demand for dairy products, would have to be considered?

6. The United States has a substantial export trade balance.

a. What are the principal commodities imported and what are the sources of these imports? To what extent do these commodities compete with domestic production in the United States? What is present U. S. policy toward encouraging or discouraging imports of these commodities? To what extent (if any) do you believe that present governmental import policy should be changed under current world conditions?

7. It is often asserted that "costs of distribution are excessive." Explain the full meaning of this asser-

tion. How would you undertake to prove, for a commodity of your own selection, whether or not costs of distribution are excessive?

8. Discuss the following statements: (a) a market should be explained in terms of supply and demand; (b) coal in the consumer's bin is not the same commodity as coal at the mines; (c) the hunger of a boy looking into a candy show window does not necessarily create a demand for candy; (d) existing supply and expected demand do not constitute a market.

9. Discuss the following statement carefully: "The present-cost basis of valuation for the property of a regulated monopoly is weak because it proceeds on the assumption that the output of the industry should be made the same as it would be under conditions of free competition. Now this is not true. For instance, it would sometimes be to the interests of the public to make the output larger than it would be under conditions of free competition. Therefore we should use past-cost valuation."

(Examination No. 4. The elements of Interstate Commerce Law and Regulation.)

1. State in your own words the Rule of Rate Making of the Interstate Commerce Act as contained in Part I, Section 15a, of the Interstate Commerce Act. Trace the development of this section and discuss the legislative intent of the original Section 15a. What transportation situation necessitated the abandonment of the original plan?

2. It has been frequently advocated that a single agency regulate all forms of interstate commerce. It has been further suggested that a cabinet post be established for "Transportation." What is your opinion of these proposals? Why?

3. What types of motor transportation agencies are dealt with by the Motor Carrier Act of 1935? What groups favored regulation? —opposed regulation? Why? What has been the policy of the ICC in awarding or granting common carrier certificates of public convenience and necessity?

4. Discuss the policy of air mail payments.

5. Outline the fundamental provisions and procedures of the Railway Labor Act. Has this act accomplished its purpose? Why or why not? Would you favor regulation of railroad wages by the ICC? Why or why not? Discuss.

6. Outline the reasons for the beginning of State regulation of railroads. What caused State regulation to become ineffective? On what authority does the Federal Government regulate interstate transportation?

7. List the advantages accredited to private and government ownership and operation of the railroad industry. What type of ownership and operation do you prefer? Why?

8. What are the advantages and disadvantages of the conference method of rate making? Outline the effect of the application of the Bulwinkle Act on this method of rate making.

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## Packing Developments

*Charles J. Zusi, vice president of Container Laboratories, Inc., Chicago, traces new uses for conventional packing materials and notes trend toward standardization.*

**I**F you want to get a quick view of the numerous special designs of packages developed recently, take a look at the Consolidated Freight Classification. In the section entitled "Authorized Packages or Shipping Containers," I found in a recent inspection, 50 special bags, 2 bales, 5 baskets, 36 boxes, 14 bottles, 2 cabinets, 5 cans, 1 carrier, 7 cartons, 10 crates, 1 cylinder, 12 drums, 2 hampers, 2 tubs, 1 tube, 12 wrapping methods, 185 miscellaneous packages, and 51 furniture packaging specifications. We often hear the claim that rules prohibit special designs but this imposing list of exceptions indicates that the Classification Committees are not unduly hampering ingenious designers.

Aside from the new packages described in the Classification, there have been quite a few new, clever and useful designs in fibreboard boxes. There is a box which opens, ready to be filled, without the necessity for making any bottom closure, a feat accomplished by scoring a one-piece blank with diagonal creases and stitching it in the middle of both ends of the box.

There are certain new materials which are being used to a much greater extent in packaging than heretofore. Aluminum was mentioned for pallets but that is only one of the many forms in which it has appeared. All of us are familiar with it as foil and with its use in collapsible tubes, but more recently it has been formed into packages for cigarettes, for frozen foods, and for other items, while in heavier, stiffer shapes it is being tried in crates for the shipment of vegetables.

This mention of bags is a reminder of the rapidly expanding use of bags. Multiwall paper bags are being produced in all kinds of combinations of materials some of which are included in the list of special bags given in the Consolidated Freight Classification. There

are wide possibilities in this field. Bags have been produced in which the inner ply consists of kraft paper coated with polyethylene in order to make the bag resistant to greasy contents. Another interesting improvement in multiwall bags is that of impregnating them with pyrenones in order to prevent infestation of the contents by insects. This material is applied to the outside of the bag and since it is toxic to insects the result is their death or immobility before they can attack the package. The treated bag on the other hand is non-toxic to humans.

When there is so much activity in the design and redesign of containers, the testing engineers are stirred up too. People want to know the properties of all of the new items. "How will they perform?", is a question in everyone's mind and thus performance standards get to be considered. If you have been watching carefully you will have noticed that performance standards are appearing quite frequently in specifications, replacing or supplementing the specification of materials, styles and so on. Of course, we have had performance standards for a long while in the regulations of the Bureau of Explosives and in a few of the Army-Navy specifications issued during the war, but now there is a strong tendency to include them in all kinds of rules.

Performance standards have been specified in the purchase of containers by a certain few of the large box users for many years. The trend now is toward the adoption of such standards by many others. These standards give the container manufacturers more freedom in the choice of materials and sometimes in the design of containers but they make necessary a more sound knowledge of the properties of the materials and of the various styles or designs of finished containers. Eventually this will be good for all concerned.

## New England Shippers Advisory Board cites shipper-carrier teamwork in machinery movement

**H**ERE in New England, the railroads are experiencing a great deal of difficulty in the shipment of used machinery. This machinery can be classified in two groups. The first group, textile machinery and the second group, machine tools and other allied machines of a similar nature. In this area, due to the relocation of many of the textile mills in different sections of the country, there is a large movement of textile machinery. Much of this machinery is handled by second-hand machine dealers who have liquidated mills that previously operated in this area. When this machinery is prepared and loaded for rail transportation, it is usually handled by a rigger who secured a contract through competitive bidding. Naturally, when such arrangements are made for handling machinery, a sufficient amount of thought is not given to proper loading and bracing, with the result that a large amount of damage is usually experienced in this traffic.

With cooperation between the shipper of textile machinery and the railroads, textile machinery can be handled with a minimum amount of damage. For example, a mill located on one of our railroads was moving to another section of the country. This mill loaded and braced 27 carloads of machinery. Each of these cars arrived at destination with more or less damage. The carriers were charged with improper handling, the shipper feeling that the cars were subjected to extreme handling en route, while the carriers involved in the traffic felt that the machinery was not properly braced prior to its moving from the mill where it was loaded.

After conference with the traffic department of the mill, it was de-

*(Continued on page 39)*



## Car Record and Tracing System

*IBM machines and teletype circuits speeding up freight handling at terminals.*

A NEW car record and tracing system used on a section of Canadian track is speeding up the handling of freight trains through terminals.

Incorporating automatic IBM machines, as well as teletype circuits to all yards on the line, the new installation enables the company to give shippers and consignees rapid-fire reports on the location of shipments over the 850 miles of track. In addition, the system reduces clerical work off and on trains, reduces delays in transit, improves classified yard work, permits interception or diversion of cars, and cuts terminal time.

Railways use what is known as a wheel report (consist), on which are listed the initials and numbers of cars, billing, contents of cars and other information. This is a

basic transportation report for statistics, car accounting, car movement records and other information.

With the use of IBM machines the report is prepared for waybills before the train leaves each terminal, and the information is transmitted by teletype to the next district terminal, to the dispatcher and to the transportation office. The transportation office has the wheel report before the train leaves.

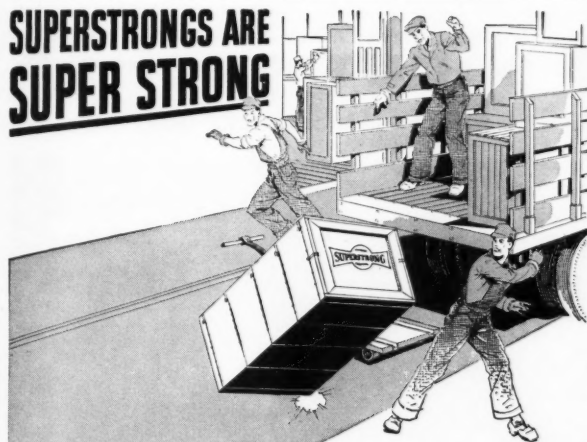
The wheel report shows arrival time in the yard as well as departure time, providing a ready check on delays. As the wheel report is transmitted by wire, there is no necessity for train consists, train switch lists, telegraph passing reports, manifests or "red car reports." The train conductor is relieved of the task of making a

switch list, and the receiving yard, in possession of the switch list hours before the arrival of the train, can arrange train-connections handling to better advantage.

At the second terminal the punch cards are produced by tape; manual punching is necessary only for local waybills or for local cars picked up en route.

By 6 P.M. daily all of the car records received during the day are sorted in numerical sequence, and a book is printed by 10 A.M. These books are sent out on the night trains to various officers, and a complete record of cars handled from 6 P.M. to 6 P.M. is available in most offices at 9 A.M. the following morning. All cars handled are entered in the book in numerical order. In addition, a number of the traffic officials are supplied by wire with records of the cars as the trains leave.

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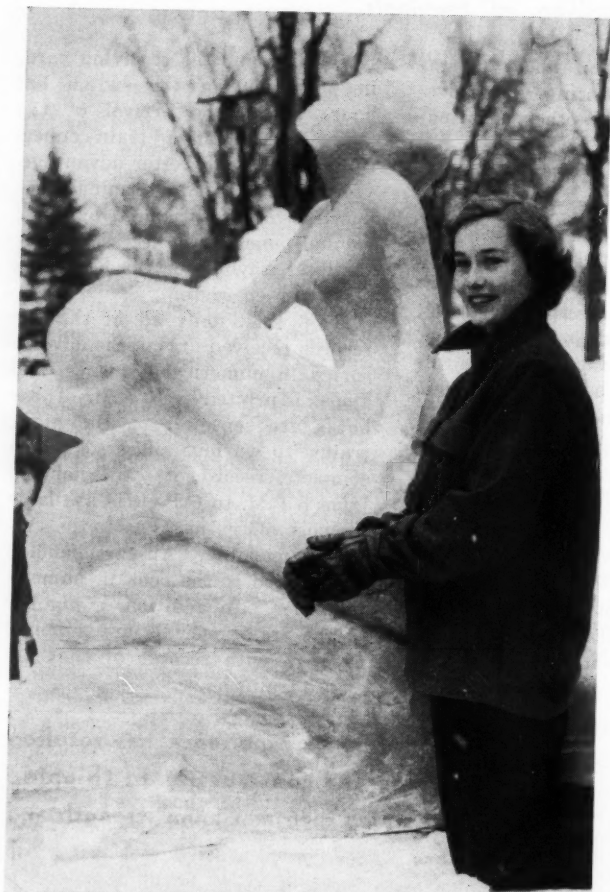
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# Frozen-Orange-Juice Maiden



Dartmouth guest with statue on arrival at Winter Carnival.

*Truck refrigeration unit preserves strange cargo in 1,500-mile trip.*

SHIPPING frozen orange juice in refrigerated trucks is nothing new. But shipping the juice in the form of a girl riding a dolphin is new. A common carrier, a manufacturer of thermostatic controls, a food processor, and students from Rollins College, Fla., cooperated in the shipment, which went from Winter Haven, Fla., to the Winter Carnival at Hanover, N. H., home of Dartmouth College.

The statue, carved under supervision of a Rollins College student, was a two-ton block of pure juice. Barnes Food Express, Charlotte, N. C., supplied the truck, which had a U. S. Thermo Control Co. unit set for 10 degrees below zero. When the truck was opened at Dartmouth, it was found that the temperature had not changed at all from its original setting. The Cutter Trucking Co., Hanover, used its lifting equipment to unload the statue.

Students and others who sampled the statue on arrival found the frozen juice in perfect condition.



Arrow points to refrigeration unit which held trailer interior at desired temperature during trip.

## NEW ENGLAND SHIPPERS

(Continued from page 36)

cided that five carloads of machinery would be shipped after it had been loaded and braced by representatives of the origination railroad. These five cars arrived without any damage, and the shipper agreed to move the remaining 66 cars loaded and braced in a similar manner. These cars also arrived without a single machine being damaged.

This method of loading by the snubbing method is a very simple method of loading machinery. It requires that each machine be loaded and securely fastened to a substantial skid and the machine be braced to this skid. The skidded machinery is then loaded in the car so that the skids are parallel to the sidewalls of the car. Three or more skids are cleated together in tandem formation and two or three of these formations are then cleated together crosswise of the car so that all of the skidded ma-

chines within the car appear to be loaded on a master skid.

The only bracing used in addition to the skidding of the machine is the placing of snubbing blocks against the sides of the skids, which blocks are nailed securely to the floor of the car. These snubbing blocks permit the machinery to move lengthwise in the car in a restricted movement so that any shocks to which the car might be subjected to in transit are thus absorbed by this slight movement of the skidded machines within the car.

Another example of cooperation between the shipper and carriers: a large airplane manufacturer located in Connecticut decided to move his entire plant to Texas. This movement of machinery involved 1,000 carloads and it was quite important that while this movement was under way that the operation of the factory in Con-

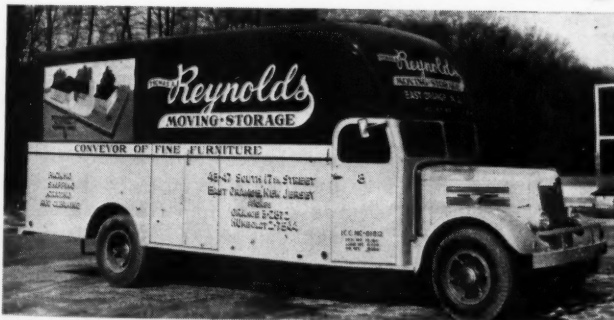
necticut would not be interrupted, due to the necessity of maintaining production of airplanes, which were urgently needed at this time.

Arrangements were made by this airplane manufacturer to give an illustrated lecture to the crating employees who were to supervise the crating of this large movement of machinery. When this movement got under way a representative of the prevention department of the originating railroad made periodical visits to the shipping platforms to see that the machines were being properly prepared and loaded. The entire movement of this machinery arrived at destination loaded and braced according to schedule, and without any claims being filed for damage to the machines that had been shipped.

It was rather interesting to note that in this movement there was one machine that weighed 210 tons. This machine was several stories in height and required three crews working around the clock six weeks to dismantle it.

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## Van Bodies

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Gerstenslager  
Company

Wooster, Ohio

Established 1860



## MODERNIZING

(Continued from page 19)

control over all phases of office detail.

The physical plant was designed with basement and first floor construction. While it was preferable to eliminate the basement with the additional cost of elevator operation, it was thought advisable to have such basement facilities to store those commodities that should be protected against extreme changes of temperature such as liquids in glass, condensed milk, and other commodities.

The basement has a total area of 34,000 sq. ft. and is serviced by a 5-ton hydraulic elevator capable of handling ten standard size pallets. An electric fork truck is used in the basement area in order to eliminate hazards of fire and carbon monoxide fumes. Thought was given to the arranging of aisles to conserve every available square foot of floor area, consequently the basement is serviced by three 8-ft. aisles running the full length with one cross aisle directly in front of the elevator.

The first floor area has a ceiling height of 18 ft., making it possible to stack many items three, four, or five units high that ordinarily

would be stacked only a few units high.

The net result of this new operation demonstrated that, with proper warehousing facilities and ade-



5. Fork truck is stacking washing machines four high. Note snug fit, with little loss of space.

quate fork trucks, merchandise warehousing could be conducted on a profitable basis. Handling costs have been reduced from 20 to 50 percent. While it was necessary to more than double the investment

in warehouse space, increased efficiency and added pile height with a minimum amount of aisle space have given a higher net return per square foot of space and per dollar of investment.

While the building was planned and constructed to be used exclusively as merchandise storage facilities, retaining one old building to be used exclusively for household goods, it was soon discovered that the Boise building added to efficiency in condensing stocks. After carefully evaluating the costs of maintaining two separate organizations—one for the household goods operation and the other for merchandise—necessity became the mother of invention in helping devise a new and better method of storing and handling household goods.

In the old building some 18,000 sq. ft. of floor space were used to accommodate the household goods department. By the use of mezzanine racks, household goods occupying 18,000 sq. ft. could be condensed to a net floor area of 8,400 sq. ft., thereby eliminating two offices, two switchboard operators, two bookkeepers, two office managers, two warehouse foremen, and the operation of two separate functions.

## THE T.M.'S

(Continued from page 21)

less than minerals or agricultural products bring in, but it represents a big slice of total revenue, no matter how you look at it.

So far, little has been said about the shipper's responsibility for the railroad's l.c.l. plight. The fact is that shippers have contributed no little to higher rates or lower railroad volume. While the following case is more typical of carload shipments, it does happen in l.c.l.

Shipments were piling up on the platform of a certain shipper in Florida. The clerk, in a hurry to clear the decks, specified a northeastern railroad.

"Hold on!" you'll say. "Since when does a shipping clerk specify routings?" Well, that actually

happened, and it happened because the traffic manager of that company wasn't on the job. What

### Warehouse Treasures

A new opportunity for warehouses to be of service to the public is suggested by Alfred Mongin, of Gettysburg National Military Park. Mr. Mongin is writing a history of cycloramas (huge oil paintings of historical events, sometimes measuring as much as 400 ft. in length) and has asked warehousemen to help him locate these forgotten art treasures. Some may have been gathering dust for several decades. It is likely that these canvases are on long spools and packed in crates. Such crates might well measure 40 to 50 ft. in length. Or the canvases may be in sections and wrapped in bales. William Dalton, general secretary of the AWA, suggests that persons having information on cycloramas contact him; he will transmit the information to Mr. Mongin.

happened, no doubt, was that the company was on a single line, had a few destinations for most of its shipments, and felt that once the clerk learned his job to some degree, he could take care of the situation in its entirety. But there was a more important reason for what happened. The pile-up of freight on the platform, which gave rise to the wrong routing, was due to poor management on the part of the traffic manager. The freight should not have piled up on the platform in the first place. This traffic manager had two strikes against him from the start. But what did he do? He blamed the shipping clerk, and he blamed the Southern for calling him down on improper routing.

Quite a few traffic managers fail to keep a weather eye open for "little" things like the above. When they happen, they put the

blame on everything and everyone except themselves. They should get into the habit of tracing errors back through an entire operation, not just to the individual who was immediately responsible for them. In this way they will determine the causes for the errors. Usually, there's more than one, and they may lie not in the traffic department alone, but in purchases or stores, or even higher up.

Another point is wrong choice of container materials. A shipper buys what he thinks is kraft, and it turns out to be colored jute. The result is damaged merchandise, high claims, and higher l.c.l. transportation costs.

To sum it up, there isn't one answer to the l.c.l. problem; there are many. But if the roads and the industrial traffic managers and the purchasing agents and the others involved in l.c.l. transportation cooperate, each doing his bit, it won't be too long before the railroads get more business and the rates come down.

How can this be accomplished? For one thing, the pressure is on

the railroads, and many are digging into the problem and coming up with good answers. Part of the answer is new and better handling equipment; part of it is in putting on Pacemakers and other special-service trains; part of it lies in proper routings; and part of it boils down to cutting terminal costs and operations. The loss of

### Correction

A traveling gantry crane is too large and important to be overlooked in the handling equipment of a warehouse. Two of them are doubly important.

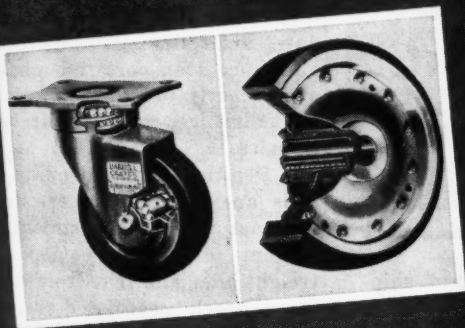
We omitted the following from the listing of The Lederer Terminal Warehouse Company on page 312 of our February Directory Number and suggest that you enter it in your copy.

"... 2 Tvl. Gant. Crn; 40 Gas & Elec. Fork tk; ..."

l.c.l. on shorter hauls is not due only to truck competition; it also stems from excessive switching and handling on the shorter hauls. And no amount of cost spreading can correct that.

As for the shipper, he can protest as much as he likes about delays, but until he sees to it that packing is what it should be, he's going to continue getting 50¢ on the dollar from the railroads on claims and he's going to continue losing money and reputation by having to supply another shipment in place of the one that never arrived at destination because the wrappers came off. It's up to the traffic manager to take care of his own company's business, but at the same time he must consider the broader implications of his actions.

This means that when a shipping clerk misdirects a job, the traffic manager cannot look upon it as "just another error." It may indicate excessive piling up of goods on the platform owing to poor merchandise flow; it may indicate restricted shipping specifications; or it may indicate a lack of proper materials handling equipment. It's up to the traffic manager to watch the flow of goods and to be on the lookout for trouble. In that way he's doing his part to improve the l.c.l. picture.



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Made to give an  
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service . . . . .

## AUDITING

(Continued from page 27)

tion at which car is ordered to be placed and is actually placed, and track location from which car is released; and date and time at which each car is loaded, unloaded and released.

8. Analyzing causes of demurrage, in order to pave the way for improvements in operating efficiency, facilities, track capacities, planning of operations, and warehouse or storage facilities. This may reduce or eliminate demurrage, if the costs of such improvements are justifiable when compared with potential reductions in demurrage charges.

9. Auditing procedures of the transportation department and other plant departments with respect to their scheduling practices and notification, in order to provide each department with arrival schedules, loading or unloading schedules, commencement-or-completion-of-production schedules, and other information necessary to better synchronize production, storage and transportation operations.

10. Auditing demurrage bills to discover errors due to failure to make proper readjustment of demurrage charges for circumstances which entitle shippers to abatement of demurrage charges due to bunching, "run-arounds," weather interference, frozen condition of the ladings of the cars, or other conditions which are properly the basis for claims for demurrage abatement.

11. Examining procedures used to insure that proper arrangements are made for "strike demurrage" when plant operations have been interrupted by strikes.

12. Auditing of scale records, to insure that such records show the following accurately and in necessary detail: gross, tare and net weights; identity of each car weighed; date and time of weighing; condition of car, whether loaded or empty; special weighing of multiple-car shipments; conditions under which cars were weighed, whether at rest or in motion; weather conditions; and

verification of weighing operation and records by bonded weighmaster or scale clerk.

13. Auditing of practices and procedures in reweighing or check-weighing, particularly with respect to the recording of discrepancies in weights which are in excess of the tolerance provided for in the carriers' tariffs.

### Routing Shipments

The principal function of the auditors with respect to routing is to determine whether the company has the means to:

---

#### Johnson & Johnson and Johnston

Johnson & Johnson, New Brunswick, N. J., which describes itself as the world's largest surgical-dressings firm, held its first inter-company materials handling conference in February. Eighty managing and operations executives representing 17 of the company's plants met to discuss the latest materials handling techniques and to hear an address by Clem Johnston, retiring president of the American Warehousemen's Assn., who discussed potential savings through modern materials handling.

Conferees saw three innovations declared to have far-reaching potential in materials handling. An expendable or returnable pallet made from paper-suppliers' salvage was demonstrated by its inventor, S. H. MacNair, of Personal Products Corp.; and a new label dispenser and dock board were introduced by E. J. Leger, Johnson & Johnson's traffic manager. The dock board was constructed under Mr. Leger's guidance.

---

1. Insure that outbound shipments are routed to conform to the terms of sale and to the type of transportation services and carriers selected by the party who has the legal right to select the routes via which the shipments are to move.

2. Insure that suppliers are shipping via routes requested by the company.

3. Audit any unnecessary or extra expenses attributable to misrouting, and to determine the responsibility for these extra costs.

4. Verify the applicability of through rates via the routes selected and used (usually by spot-checking of sample movements).

The responsibility of the auditors with respect to freight rates and charges is, broadly, to determine that the traffic department, throughout the sub-divisions of the company, has set up and is operating adequate procedures and practices to:

1. Determine the correctness of the carriers' charges for transportation services rendered.

2. Verify that the services for which billing is rendered have been performed.

3. Determine the accuracy of classification, rates, weights, routes, and other pertinent data contained in freight bills which affect the charges.

4. Verify that proper procedures are followed by the traffic department in quoting rates to departments requiring them, in supplying routes for shipments, and in checking allowances and special charges.

5. Determine that freight bills are approved after verification of correctness of classification, rates, and charges from the carriers' tariffs, and that these bills are checked by a person other than the one who has supplied the information initially.

6. Verify that adequate procedures are followed to insure that allowance transportation charges are properly provided or allowed on the invoices covering purchases or sales.

7. Determine that adequate controls are operated by the traffic and accounting departments to prevent duplicate payment of freight bills, and that freight bills are properly associated with invoices, bills of lading, and other documents covering the shipments.

8. Audit the practices used to establish the proper bases of payment for transportation services rendered under transit arrangements, including the proper association of inbound and outbound billing to and from the transit point.

9. Verify the proper use of actual, estimated, or theoretical weights, whichever control the payment of transportation charges and the payment of vendors for the goods purchased.



10. Ascertain that proper re-claims are made for the cost of labor or materials expended in connection with shipments, whenever such costs are properly chargeable to buyers or sellers of the goods.

11. Determine that transportation charges are properly approved and are charged to the correct accounts.

#### Claim Auditing

The auditors should examine the practices and procedures followed by the shipping, receiving, plant and local transportation organizations, and by the traffic and accounting departments, in handling claims for loss, damage, delay, overcharge and undercharge, to insure that:

1. The responsibility for compiling the necessary records and for preparing and filing claims against carriers is properly located and coordinated.

2. The time limits within which notices of the intention to file claims and the actual filing of the claims are observed, so that valid claims are not outlawed by lapse of time.

3. The departments interested are notified of the filing of claims.

4. Proper steps are taken to prevent the repetition of claims which arise from improper packing, inadequate containers, and ineffective stowing or bracing, even in cases where the practices conform to carriers' regulations and the carriers are liable for the loss or damage.

5. Claims are prepared in a way to give carriers all information needed by them to verify losses and establish their liability, as they are required to do by law.

6. Representatives of the delivering carriers are notified promptly of concealed loss or damage claims and are given adequate opportunity to inspect shipments in the condition they were in when the loss or damage was discovered.

7. Vendors are notified of condition of shipments upon which loss, damage, delay, and overcharges

(Continued on page 86)

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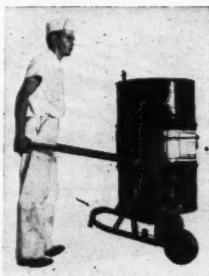
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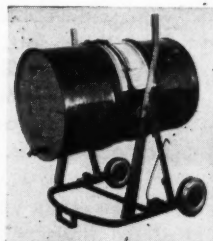


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## INVENTORY

(Continued from page 15)

ing of inbound freight. This would outline various steps to be taken in the handling of all inbound freight, or specific segments of it. It will show how receiving reports and other records are to be made out. This manual should be revised from time to time by supplements.

The purchasing department will develop its information on an economical purchasing quantity basis. Storage space, weight, size and character of the materials, price and value, will be given proper evaluation. The traffic manager will aid in giving information as to time in transit, storage in transit, transportation costs, storage costs, etc.

The use of specialized equipment, refrigerated cars, etc., is governed by special regulations. The traffic manager has essential information which will aid in avoiding pitfalls, when purchases are made.

In scheduling manufacturing, it is necessary to have supplies of materials at hand, at the time and in the quantities needed. This can be expressed in terms of S.H.P.'s (Standard Hourly Production). For every hour of production, so much of each material is necessary (allowing for spoilages, etc.).

The traffic manager, when he is acquainted with the schedule, can also arrange for the trucking of materials held in outside storage, or for inter-plant transportation, so that materials are placed where needed, when needed.

Where methods and processes are standardized, there is often room for improvement in the handling of materials. Palletized unit loads may be recommended when storing raw materials and supplies, as well as finished goods.

Handling involves changes in product design, which in turn involves possible changes in packaging. The latter will look good, but will it "carry" in a freight car? Does it comply with regulations as to packing requirements? Can suggestions be made for improvements? Can weight be saved through the redesigning of crates

boxes or cartons? Can metal or fiber strapping be employed to reduce the amount of bracing required in the freight cars, or reduce claims?

In many concerns, finished stocks are turned over to the traffic manager for storage and shipping and are located near the shipping platform. Very often, when the products handled are not too voluminous or too diversified, the traffic manager can work out methods by which manifests of daily shipments become part of the inventory records for that day.

Locating warehouses for finished stocks is an integral part of inventory control. It could mean the handling of more carloads of freight outbound, instead of local shipments. It could mean the increase in the amount of space available at the plant. It could mean a decrease in the amount of labor necessary in the shipping room, which could be used to advantage elsewhere in the plant.

Inventory control of finished stocks, when located in the traffic department or near it, would facilitate the coordination of inventories for warehouse shipment. This includes pool trucks and cars, stopoffs and other methods of beating down the cost of securing distribution of goods.

The traffic manager has to be flexible. Changes in traffic procedures will often necessitate corresponding changes in inventory control methods. The system must be flexible to meet these adjustments with a minimum of effort, cost and time. Simplicity is essential to a successful inventory system.

Financial economies will become apparent. Standardization and control promote quicker turnover, thereby minimizing investment in inventories. This in turn will reduce insurance, tax, storage and handling expenses, as well as losses from obsolescence, deterioration, and falling prices.

This analysis shows that traffic management is closely related to most phases of a business organization. Therefore, the more the traffic manager knows about his own particular company and industry, the more opportunities he will find for improving efficiency.

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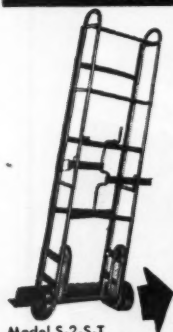
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## WHAT'S WRONG?

(Continued from page 25)

Motor truck agencies designed exclusively for the handling of small package and small shipment business will undoubtedly be created, and the Commission should grant such agencies, when properly conceived and organized, the right to conduct such operations in territories where they can be supported and operated at a profit. Such an agency may be set up and operated by several motor carriers in a territory to give the specialized service required by package freight, and to separate its handling from larger shipments on the same vehicles and with the same facilities. The facilities and vehicles to handle this type of traffic must be especially designed for that purpose.

More care ought to be used in routing via the different forms of transportation and among the agencies of each so as to select that route and method which is best equipped to render the whole service at the lowest reasonable cost. The selection of that route ought not to be influenced by anything but the clearly established efficiency of the operation for the result to be achieved.

### Parcel Post and Express

Higher parcel post rates and a reduction in the size and weight limits are likely because of rising costs in the handling of the package business, and because of efforts to reduce the Post Office deficit.

Cost of mailing privileges for other government departments, and political purposes should be charged against the department or agency using them and not against the Post Office department. Revision of air mail and ship line subsidies for handling mail may follow increase in rates for carrying the mail.

Early creation of a new package handling agency, to replace and improve upon handling by existing services is possible. This agency would be especially equipped and maintained to handle packages and small shipments weighing from 20 to 500 lbs., with possible greater efficiency and at lower cost. This would fill the role of a package forwarding company, using all forms

of transportation to best advantage.

### Warehousing and Distribution

The old type loft building warehouse property will gradually be supplanted by the modern one or two story building, especially designed to combine the best features of modern plant design, mechanized materials handling, adequate space for loading, unloading, siding facilities and special storage facilities.

Transit will become an increasingly important factor in warehousing and distribution. The ICC might undertake to review all transit practices and prescribe limitations that will insure against discrimination, increase their availability, and provide a fair and adequate return to the transportation companies rendering such service, unsubsidized by the charge made for any other non-transit service.

### Air Transportation

Ground service should be reorganized so as to render improved service. There is a place for both the scheduled and non-scheduled air services. Ample freight traffic, depending upon the class of service to be offered and the charge to be made for it, is available. Full use of equipment and facilities by agreement between all of the airlines would serve to offer the shipper several classes of service, and permit reasonable competition within each class.

The shipper holds the destiny of all forms of transportation in his hands. It is up to him to decide what kind of a transportation system we are going to have. If he desires a truly stabilized, profitable and prosperous transportation industry in private hands that will serve him at a reasonable charge, he will distribute his patronage on that basis, for it is by patronage that all forms of transportation exist. If he is interested only in what he can get the various agencies to do for him, without regard for what he does to them, he will help bring on the very things he is supposed to fear most, namely, the collapse of private ownership and operation.

They must make such arrangements as will compensate the legitimately established regulated carriers for the service they render. Such devices as terminal areas, unregulated trucking, private carriage and privately negotiated charges are questionable competitive practices. Services and charges should be geared to fill the particular role the forwarders pay as an arranger of transportation.

Don't expect a carrier to pay for shipper inefficiencies of others by reducing his charges below the cost of rendering such services. Freight charges are high because costs are high. Both are high because we are looking to the other fellow to drag our chestnuts out of the fire, and the carrier is in the position of inheriting all of these weaknesses, and being expected to pay the cost of everyone else's mistakes.

All departments of a business require traffic education, not just the traffic department. Salesmen must know what kind of service is available; too often they offer services that cannot be given. Production men must know how an article ought to be designed so as to withstand ordinary transportation hazards. Packaging engineers who design cheaper and less serviceable packages as their contribution to reducing costs ought to be sent packing. Architects and company executives in charge of construction projects ought to be acquainted with the needs of shipping and receiving the materials and products required for the proposed operation.

The Materials Handling Engineer must become one with all other executives of the business including the traffic manager, in achieving a

solution of the whole distribution problem. He should not make those changes he thinks are needed without regard to their cost or general effect.

The real efficiency of the fork lift truck and pallet and other mechanized means of handling will not come until transportation facilities are redesigned to permit shipment of goods on pallets, the creation of a pallet pool, and solution of the problem of the disposition and return of pallets, rates and charges to encourage the use of mechanized facilities, and until the customers of shippers whose operations are mechanized are also equipped to complete the chain of mechanization by providing facilities to receive goods in that manner.

Railroads and all forms of transportation should consider changes in the design of boxcars, trucks, ship holds, wharves, public freight stations and other points of receipt or discharge of cargo where handling is required to take full advantage of mechanization.

Rates and charges should include proper concessions to those shippers and receivers who provide completely modern facilities that will reduce the carrier's costs of handling, save him time and increase his efficiency. Rates and charges ought to be revised upwards for application to those who retard this program by failure or refusal to provide proper facilities, and who will not cooperate with the carriers to reduce their operating expenses. In that way a real incentive will be given to modernization that will not otherwise come about for many years.

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**Typical Ironbound Money-Savers  
Built to meet tough requirements**

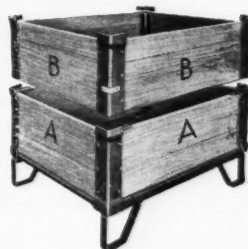


● One of a full line of dollies. Has shaped hardwood frame for comfortable hand grip. Equipped with four swivel casters. 3" dia. wheels—choice of steel or rubber.

● The Ironbound "safety-skid" with rounded corners, flush angles and countersunk bolts. This construction assures greater operator safety at a minimum of cost. Still the low-cost time proven method for handling of materials.



● Skid with safety-type legs and reversible box top. Built so that additional skids and box tops can be tied to any height. One of the many specially designed skid super structures—Ironbound engineered—for lower cost material handling.



● The RolTruk is a heavy duty truck that easily lifts and moves cylindrical items weighing up to 2000 lbs. Various models for more efficient handling and transporting of paper rolls, barrels, drums, kegs, etc. Please ask for illustrated Bulletin 10RT.



● Popular as an all-purpose general merchandise unit. Ruggedly constructed—selected hardwood deck. Equipped with rubber tired or semi-steel wheels.

Ironbound engineers will help you with your handling problems. We design and build super structures to handle special products at lower handling costs.

Ask for Catalog GP-7.

IRONBOUND  
A. L. TRUCKS & EQUIPMENT

**IRONBOUND**

BOX & LUMBER COMPANY

Materials Handling Division

420 RAMSEY AVENUE • HILLSIDE, N. J.

SKIDS • SEMI-LIVE SKIDS • DOLLIES • FLOOR TRUCKS

## Coming Events

- Apr. 24-27—19th National Packaging Exposition, Navy Pier, Chicago.
- Apr. 26-27—3rd Highway Transportation Congress, sponsored by the National Highway Users Conference, Hotel Mayflower, Washington, D. C.
- Apr. 28-29—Central Warehousemen's Assn. of Ill., Inc., Hotel Kaskasia, La Salle, Ill.
- May 1-3—Meeting of American Trucking Assns., National Committee on Accounting, Hotel New Yorker, New York.
- May 4-6—Texas Motor Transportation Assn. Convention, Baker Hotel, Dallas.
- May 21-28—World Trade Week sponsored by San Francisco Chamber of Commerce.
- May 29-June 9—Canadian International Trade Fair, Exhibition Grounds, Toronto, Ontario.
- June 15-17—Material Handling Institute, Greenbrier Hotel, White Sulphur Springs. Also attending is Electric Industrial Truck Assn.
- June 17-20—Canadian Warehousemen's Assn., Muskoka Lakes, Ontario, Canada.
- June 21-22—Casters and Floor Truck Manufacturers Assn., Skytop Lodge, Skytop, Pa.
- June 22-24—Independent Movers & Warehousemen's Assn., Atlantic City, N. J.
- July 23-25—Allied Van Lines, Grand Hotel, Mackinac Island, Mich.
- Aug. 7-19—First United States International Trade Fair, Coliseum, International Amphitheatre and Navy Pier, Chicago.
- Sept. 14-16—Virginia Highway Users Assn., Convention, Hotel Chamberlin, Old Point Comfort, Va.
- Sept. 17-18—New York State Warehousemen's Assn., Saranac Lake, N. Y.
- Sept. 30-Oct. 1—Local Cartage National Conference Meeting, New York.
- Oct. 2-6—American Trucking Assns., Inc. annual convention, Waldorf-Astoria, New York.
- Oct. 5-7—Southwest Warehouse and Transfermen's Assn., Washington-Youree Hotel, Shreveport, La.
- Oct. 10-12—Fifth annual exposition and "short course" of the Society of Industrial Packaging and Materials Handling Engineers, Convention Hall, Philadelphia.
- Oct. 23-25—Twelfth Annual Forum of Packaging Institute, Hotel Commodore, New York.

1951

- Jan. 26-Feb. 3—National Furniture Warehousemen's Assn. (Place to be announced).
- Feb. 5-9—American Warehousemen's Assn., Statler Hotel, Boston, Mass.
- Apr. 22-27—Mayflower Warehousemen's Assn., Broadmoor Hotel, Colorado Springs, Colo.
- Apr. 30-May 4—Fourth National Materials Handling Exposition, International Amphitheatre, Chicago.

## PROCEDURAL

(Continued from page 33)

out the state, "A" and "X" might ask the court for the appointment of a "commission" to take the testimony of "B's" employees by "deposition." Here, again, an explanation is in order, as the terms "deposition" and "affidavit" are sometimes used synonymously.

In some jurisdictions, a "deposition" is treated as an "affidavit," and in others an "affidavit" may be used as a "deposition." In a suit at law, in the absence of any statute or rule of court expressly authorizing it, affidavits are not admissible as to controverted facts material to the issue, unless received by consent or without opposition, where such opposition might have been made. "As to such matters the testimony of witnesses must be taken in open court or upon deposition so as to afford an opportunity for cross-examination." See *Patterson v. Fagan*, 38 Mo. 70.

Affidavits are made ex-parte voluntarily, and without notice to the party against whom they are to be used. There is no opportunity for cross-examination of the affiant by

the adverse party, and therefore they are generally inadmissible. Even when admitted, however, they are accepted only as prima facie evidence. They should not be used if better evidence is obtainable.

The procedural method outlined above may be used no matter how many parts of the carload are delivered enroute. It is as effective on stop-off cars as it is on direct cars to one vendee. In New York the courts handle thousands of negligence cases yearly without great difficulty; shipper-and-carrier cases differ little, if at all, from other negligence cases. It should be quite clear, however, that no one should attempt to sue unless the proof is conclusive that a certain quantity of goods was shipped and a lesser quantity received.

No attempt has been made here to explain either the province of the jury or the technical aspects of the rules of evidence; nor has there been a consideration of the admissibility or inadmissibility of evidence. These points are beyond the scope of this article.

## BOOKS AND CATALOGUES

REFERENCE FILE OF AIR EXPRESS USES, a 24-page booklet, carries in convenient card-index form some case histories telling how Air Express transportation is helping American business and industry to keep ahead of competition and how companies can expand the markets for their products. Requests for booklets may be addressed to Readers Service, Air Express Division, Railway Express Agency, 230 Park Ave., New York.

HYSTER SALSBUURY TURRET TRUCKS, formerly manufactured by the Salsbury Corp., Los Angeles, and now taken over by the Hyster Co., are illustrated and described in an eight-page catalogue. Included in the turret line for horizontal materials handling are platform, pallet and cargo trucks as well as tugs and auto-loaders. Dimensions, weights and capacities are given for all models. Copies may be obtained from Hyster Corp., Portland, Ore.

GENEVA METAL WHEEL CO. has issued circular No. 949 on Geneva Challenger steel spoke wheels (disc hub construction). This eight-page illustrated circular contains information and specifications on various models in the line. Copies can be obtained by writing to Geneva Metal Wheel Co., Geneva, Ohio.

A SURVEY OF MATERIALS HANDLING METHODS IN THE BOTTLING INDUSTRY, a 32-page report representing a cross-section survey of bottling plant operations. The main purpose of the study was to obtain pertinent facts as a basis for evaluating the three principal materials handling methods commonly employed in the bottling industry—the skid platform method, the conveyor method, and fork truck-and-pallet method. Attention is focused on the effect of each handling method on plant production, warehousing capacity, and distribution costs. Illustrated with typical floor plans and flow diagrams, etc. Clark Equipment Co., Industrial Truck Div., Battle Creek, Mich.

PROTECT THAT ROOF . . . IT'S GOOD INSURANCE, an instructive four-page folder, will be sent by United Laboratories, Inc., Cleveland, upon request. The folder tells the "how and why" of roof preservation. It describes causes for most roof troubles and explains tested methods to combat the havoc caused by roof-structure movement, sun, wind, rain and snow. The booklet also describes methods of eliminating frequent difficulties in vital areas such as flashings, laps, seams and coping stones.

MODERN TIME AND COST SAVERS, Bulletin No. 63-A, gives detailed information on standardized conveyor units. This 24-page illustrated booklet includes various types of roller, belt and wheel conveyors for elevating, lowering and horizontally conveying sacks, cartons, boxes and bundles. Write Standard Conveyor Co., North St. Paul, Minn.



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AGE

# NAILABLE STEEL...

A NEW ANSWER  
TO OLD PROBLEMS?

Shippers and carriers have long recognized the need to reduce the damage sustained by freight and equipment in transportation. One of the means they have employed to effect this reduction has been the utilization of Nailable Steel as a flooring material. Nailable Steel has been used to advantage in box cars and gondolas; it has had successful application as a deck material for freighters; and on the basis of test applications on highway equipment, it is held to have considerable utility in the motor-freight field.

It has recently been pointed out that the product has wider use than has hitherto been realized, and that its area of application is by no means limited to floor areas. On Feb. 28, Harry D. Fenske, assistant vice president in charge of the Steel Floor Division of the Great Lakes Steel Corp., producers of Nailable Steel, told the Car Department Assn. of St. Louis that Nailable Steel can do for other areas of freight-car equipment what it has already done so successfully for the floor area. Some of Mr. Fenske's remarks follow:

**B**OX car sides, especially near the doors, suffer severe punishment from blocking and grain-door securement. The steel-strapped unit "floating" loads have reduced this to some extent, but much freight is still protected in movement secured to car sides as well as to floors. The use of steel loops in the car sides for affixing steel

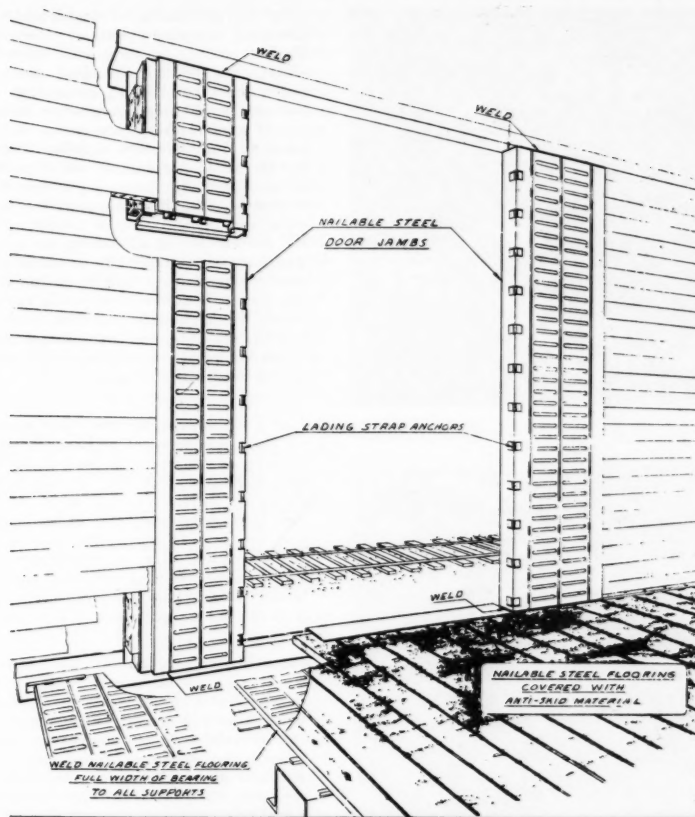


FIG. 1—Design for use of Nailable Steel Channels around box-car door.

straps has been effectively used in some cars. Steel slots throughout the length of the car, designed to receive and hold steel cross bars, have in recent years proved highly effective. This method provides better securement of lading at substantially less cost to shippers for packaging, and also increases the space-carrying capacity of cars. The problem of controlling such cars to avoid excessive empty movement, as well as the problem of the loss and damage of the portable steel cross bars, is a vexatious one that challenges solution.

"It is well recognized that the door area of a box car is the weakest part of the car structurally. The use of nailable steel channels may prove to be an effective solution which will overcome not only the problem of damage resulting from nailing securement, but also provide the additional structural strength desirable at the sides around the door area. A design for such usage has been

developed but has not yet been put in actual use. (See Fig. 1.)

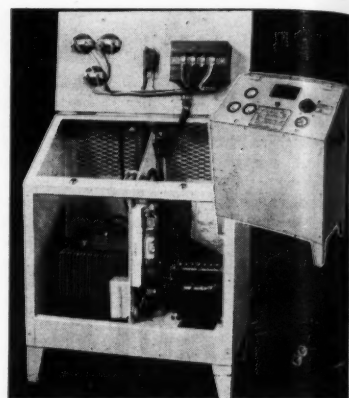
## Flat Cars

"Flat cars perhaps suffer the most damage from lading securement. This is due to loading rules permitting blocking to be fastened with large-diameter nails. Wood fibers obviously are thus quickly destroyed. The exposure to weather after such nailing hastens deterioration. In developing nailable channels, the spacing chosen for the nailing grooves was for 20 to 30 (d) nails for open-top cars as this accommodated nearly all the nail sizes called for by the AAR loading rules. Heavy blocking on flat cars, however, calls for 40 or 60 (d) nails which could not be used in the grooves. A block had to first be nailed into the groove with 30 (d) nails and other blocking built up on top of this—which encountered shipper resistance. The objective in the use of

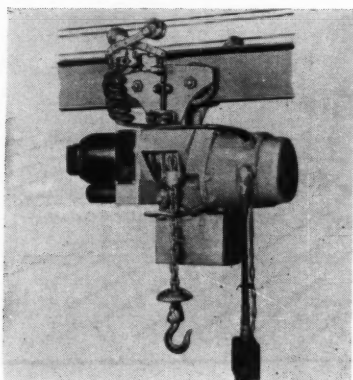
(Continued on page 54)

# New Products and Procedures

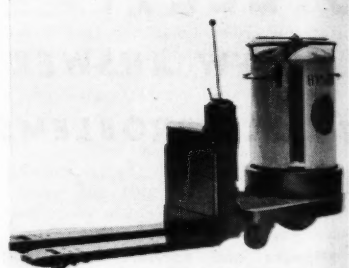
(Right) Automatic Transportation Co., Chicago, announces battery charger with Duplex control. Single control governs two clocks, one limiting charging up to nine hours, the other shifting initial high charging rate to finishing rate when voltage is up. This insures high rate charge only when needed. This selenium rectifier charger is for 12 volt 11 plate or six cell 13 plate batteries. Controlled charging is said to add to battery life, increase output with lower input and offer maximized simplification. If AC current is cut off during cycle, charging resumes automatically on restoration of power without loss. Unit is portable, plugs into 115 volt outlets and needs no special wiring, foundation or mounting studs. Unit has AC voltmeter for line voltage, DC voltmeter for battery voltage and DC ammeter to indicate rate of charge.



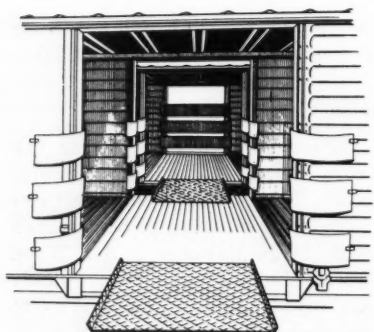
(Left) Chain-type electric hoist announced by Yale & Towne Mfg. Co., Philadelphia Division, is available in load capacities of 500, 1000 and 1500 lbs. Standard models lift up to 40 ft. at speeds up to 41 ft. per min. Units have lower and upper limit stops and are said to have wide pick-up angle. A link chain, over an electrically driven sheave, supports load, allowing long lifting lengths since chain does not wrap around a drum but collects in a metal container.



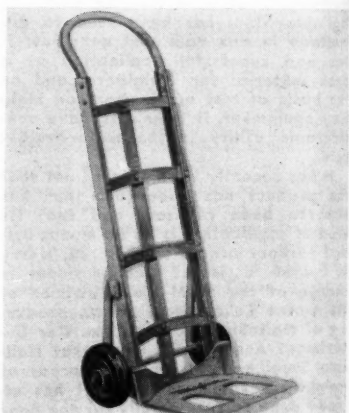
(Right) Five models of Salsbury Turret Trucks with improvements in basic design are available from Hyster Co., Portland, Ore. Formerly made by Salsbury Corp., Los Angeles, which was taken over by Hyster, the improved turret line includes platform and pallet trucks, industrial tractors and Auto-Loaders. Models have Wisconsin air-cooled engines, fully automatic clutch and handle loads up to 4,000 lbs.



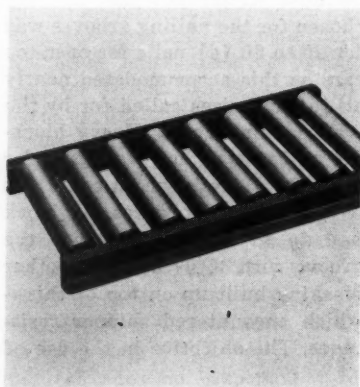
(Left) Signode Steel Strapping Co., Chicago, has developed "duplex" retaining strips which are said to protect the lading and facilitate loading of packaged commodities. The strips are of heavy duty kraft paper, with tops and bottoms of steel strapping. Regular retaining strips are applied to the off-door of the farther car, and the duplex type is then applied to all other doors, with enough slack to allow severing down the center and final resealing.



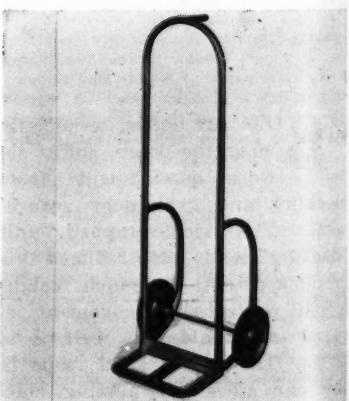
(Right) Magnesium hand truck weighing less than 12 lbs. is available from Magline, Inc., Pinconning, Mich. Model 40-D-600-SC is said to have heavy duty load capacity and comes with "stair climbers" to facilitate transporting of loads via ramps or stairs. Curved back frame is said to aid in carrying a variety of packages, containers and bulk goods. Other magnesium trucks are also available from this company.

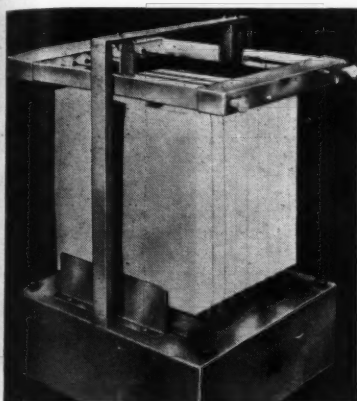


(Left) Sage Equipment Co., Buffalo, N. Y., offers conveyors with ball bearing wheels as end bearings for rollers. Wheels are pressed into the ends of two in. diameter rollers which ride on 1/4 in. steel shafts. Conveyors come in five and 10 ft. straight sections and 45 and 90 deg. curves. Latter have 34 in. radius.

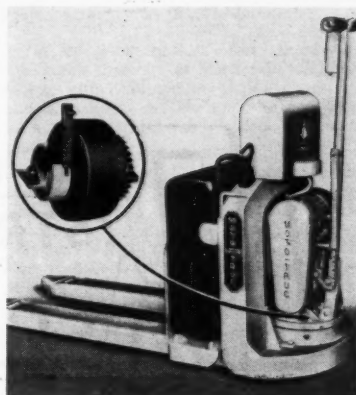


(Right) Ranids-Standard Co., Inc., Grand Rapids, Mich., offers lightweight hand truck with capacity load rating of 400 lbs. and is designed to hold six beverage cases or 20 "salts." Frame is of 16 gage carbon steel tubing, with cross-braces if desired. Unit comes with either 10 in. or eight in. rubber wheels, the larger being pneumatic. Weight is below 25 lbs.





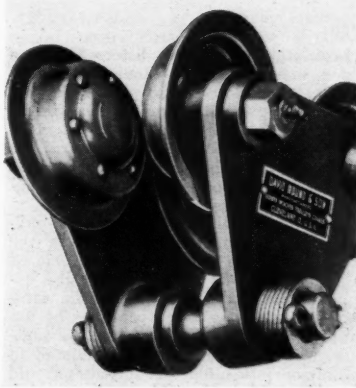
(Left) Dry ice cutter able to cut ice into slabs with complete safety is offered by Foster-Built Bunkers, Inc., Chicago, Ill. Cutting with low-voltage wires in a gravity-feed frame, an automatic switch shuts off when slicing is completed. Unit can cut ice into slab 10 in. by 10 in. by one in. Smaller cubes can be cut by a "cuber," also available. Cutter eliminates hazardous band saws and operates on standard 50 lb. blocks of dry ice by the turn of a switch.



(Right) Moto-Truc Co., Cleveland, Ohio, offers what is said to be a shorter and lighter 12 or 18 volt pallet truck with automotive-type internal-expanding brake. Latter is mounted on side of drive wheel as integral part. Brake shoes are said to provide smooth, positive brake action with all load and floor conditions, and eliminate excessive strain and wear on chains, shafts and other parts.



(Left) Barrel truck manufactured by Roll-Rite Corp., Oakland, Calif., is of tubular steel construction, light-weight and distributes load evenly when balanced on center wheels. Front rollers aid in placing drums, barrels and other similar products on pallets. Pallet loads are discharged with reverse operation. Center wheels have rubber tires and ball bearings.



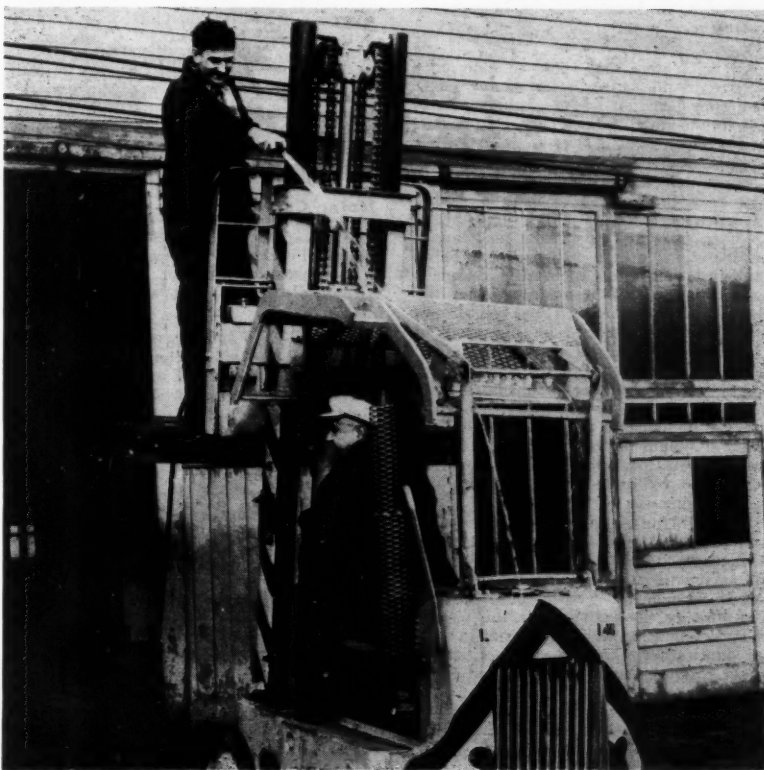
(Right) "Rocket Trolley" for all hook-type electric and hand-operated hoists is made by David Round & Son, Cleveland, Ohio. Trolley is all-steel with sealed ball-bearing wheels designed for smooth travel. Wheel axles have "Zerk" fittings for lubrication. Trolley is self-aligning, loads being equally distributed to all four wheels, while side frames are said to align themselves automatically on straight or curved track.

## Umbrellas for Fork Trucks

Contrary to Mark Twain's remark that nobody does anything about the weather, something is being done at the Seattle Port of Embarkation (Army Transportation Corps) about the rain. Plastic shields are being installed on a fleet of fork trucks to keep drivers of the vehicles bone-dry while working in the rain. The Port's fork trucks are believed to be the only ones anywhere to be so equipped.

The rain-shield is made of a transparent flexible material called Vinylite, one-sixteenth of an inch thick, which fastens underneath the metal safety guard above the driver's head. The shield is 66 in. long and slopes downward at each end. It has a width of 40 in. and is framed with plywood strips.

The idea of the shield was conceived by Brigadier-General Fenton S. Jacobs, Port Commander, when he saw drivers rumbling along the piers with heads bent, trying to dodge the rain and snow. He wanted to know why some type of canopy couldn't be built inexpensively which would shelter the driver and still give all-around visibility. General Jacobs pointed out that such a device would not only add to the personal comfort of the driver, but would also increase his efficiency and reduce the possibility of accidents. Drivers in the past lessened safety by placing heavy paper or cardboard beneath the safety guard, which partially obstructed their visibility.



U. S. Army photograph.

Longshoremen working at army pier in Seattle demonstrate that a fork truck can be a nice cozy retreat on a rainy day.



# **DISTRIBUTION ACTIVITIES**

Classified and alphabetized by organization for the convenience of the reader

## **Air**

Legislation is pending before Congress which would make it mandatory for air carriers to disclose to the public the cost of passenger, mail, express and freight operations. The objective of the legislation is stated to be the elimination of the "diversion" of public funds by subsidized airlines into supposedly inefficient and uneconomic practices.

*Earl Slick*, Slick Airways, Inc., indicated support for the legislation on the ground that such costs should be disclosed to provide a basis for comparing the operations results of subsidized freight transportation with the same operations by unsubsidized all-freight carriers. At the same time, Mr. Slick stated that he believed in subsidy operation, but that subsidies should only be granted when fair value is being received in furtherance of the interests of air-freight transportation.

Attempts are being made to determine the part of the capital value of any interstate transportation business which is taxable by the state of New York. At present, the taxpayer's assets ratio representing capital value is subject to tax. That is, if a given percentage of the assets are in New York, that same percentage is taxable by that state.

Under present legislation, now under consideration, instead of these ratios being applied to all forms of transportation, a basic change would be made so far as the airlines are concerned. Airlines would have their assets apportioned on the basis of (1) revenue received from passengers and cargo; (2) tonnage of passengers and cargo; and (3) number of scheduled landings and take-offs or air pickups and deliveries. In the case of non-scheduled carriers, it would be all landings, takeoffs and deliveries. And these factors would be determined by each airport, whether foreign or domestic.

In effect, the airlines state, this method would remove assets from consideration with respect to the airlines. These carriers are asking why the same procedure should not be used on other forms of transportation. Further, the airlines state, this method of apportionment might well result in more tax duplication than now exists. Lastly, it might result in "terminal bias" and thereby encourage a shift of freight from New York State to other states.

## **Materials Handling**

Hyster Co. has taken over the Salsbury Corp., Los Angeles. Hyster, located in Portland, Ore., is continuing to produce the well-known turret line of trucks in the

Los Angeles plant, including various platform, pallet and other units for horizontal handling.

*R. C. Sell*, Koehring Co., Milwaukee, president of the Society of Industrial Packaging and Materials Handling Engineers, has announced the appointment of *W. Gordon Bennett*, Anaconda Copper Mining Co., New York, as general chairman of the society's fifth annual exposition, to be held at Convention Hall, Philadelphia, October 10-12. The exposition will combine a display of pertinent merchandise with educational short courses conducted by accredited universities. Arrangements have been made to conduct one such course under the auspices of Community College of Temple University.

The annual packaging competition held in connection with the exposition and short course will be conducted by a committee headed by *Frank W. Green*, packaging consultant, Springfield, Mass.

The election of *Otto G. Schwenk*, Darien, Conn., to the board of directors of The Yale & Towne Manufacturing Co., New York, to succeed the late *F. Carroll Taylor*, Darien, Conn., has been announced.

## **Motor Carriers**

Air Express International and its subsidiary, Surface Freight Corp., have opened a new branch office in Chicago. *Ignatz Groflok*, district manager, will be in charge.

*Donald E. Wholley* has been promoted to the position of director of the northern division of Associated Transport, Inc., New York. His headquarters will be at Springfield, Mass.

Eazor Express, Inc., Pittsburgh, Pa., has opened a new 66- x 108-ft. terminal at 43-59 Hamburg St., Buffalo, N. Y. The terminal has four doors at rear and two doors on right side for unloading trailers, and two large garage doors at the front for pick-up-and-delivery trucks.

Structural additions to Fruehauf Trailer Co.'s factory branches at St. Paul, Minn., Birmingham, Ala., and Nashville, Tenn., and the installation of new equipment for servicing trailers, were announced by *W. J. Robinson*, vice president.

Hancock Truck Lines, Inc., Evansville, Ind., announced purchase of Trucking, Inc., Detroit. The Cincinnati terminals of both companies are being consolidated at 1370 Arlington St.

*John L. Keeshin* has resigned as chairman of the board of Hayes Freight Lines, Mattoon, Ill., and has sold his entire interest in that company and its subsidiaries to *David H. Ratner*, president of Hayes.

The Joint Committee on the Economic Report of Congress has estimated present highway deficiencies at \$41 billion, of which \$23 billion is needed for state highway systems, \$10.4 billion for rural roads and the remainder for urban streets. These estimates are based on current construction costs, which are 10 percent below those of 1948.

*James Babington*, Baton Rouge, La., has been appointed secretary-manager of Louisiana Motor Transport Assn., succeeding *Ben H. Grayson*, resigned.

*Arnold C. Schlueter* has been appointed manager of the southern division of McMaken Transportation Co., Wichita, Kans.

The National Highway Users Conference reports that in 1949 motor-fuel taxes were increased an average of over one cent in 16 states and that 17 states defeated tax increases. Several states, including Indiana, Iowa, Kansas, Nebraska, and Montana, increased fees on commercial vehicles. Montana, for example, added new taxes ranging from five dollars to \$100 in addition to existing fees.

*John J. Jensen*, Philadelphia, was elected president of the National Truck Tank and Trailer Tank Institute, Chicago.

The Philadelphia Chapter of the Pennsylvania Motor Truck Assn. re-elected the following officers: president, *Harry Cooke*, Penn Fruit Co.; vice president, *F. X. McDermott*, Partell Brothers; treasurer, *J. Albert Kramer*, Rabiger-Kramer, Inc.; and secretary, *J. Wallace Fager*.

Red Star Transit Co., Chicago, announced the opening of its new truck terminal at 5138 South Pulaski Rd., Chicago. It has 20 loading doors on a 100- x 50-ft. dock and is equipped to handle 50 loads in and out a day. *C. A. Hunter* is terminal manager.

The Trucker Owners Assn. of Southern California elected *Frank Terramorse*, Kerner Truck Lines, president; *M. D. Savage*, Savage Transportation, chairman of the board; *Tom Dwyer*, Delta Lines, vice president; and *Herbert Moore*, Moore Drayage, treasurer.

*John P. Varda* has been appointed gen-

eral manager of the Wisconsin Motor Carriers Assn.

### Packing & Packaging

The Cudahy Packing Co. has just moved its general offices from Chicago to Omaha, Neb. The new address is The Cudahy Packing Co., Transportation Dept., Union Stock Yards, Omaha.

Charles Saperstein, contributor to DISTRIBUTION AGE, has been appointed Lieutenant Colonel in the U. S. Air Force reserves. Col. Saperstein is assigned as a training officer in the 9210 VART Supply and Materiel Squadron of the First Air Force.

Norris W. Embry, General Box Co., Chicago, was elected president of the Wire-bound Box Manufacturers Assn. He succeeds Ramsey Simmons, Elberta Crate and Box Co., Bainbridge, Ga. Mr. Simmons was elected vice president for the next year.

### Traffic

W. L. Thorton, Jr., general traffic manager, Kimberly-Clark Co., Neenah, Wis., has been appointed chairman of the traffic committee of American Paper and Pulp Assn., New York, to succeed Hugo Ignatius, general traffic manager, International Paper Co., New York.

R. B. Shepherd has been appointed traffic manager of Beacon Petroleum Co. of Tulsa, Tulsa, Okla.

J. Stuart Robertson, Dominion Textile Co., Ltd., Montreal, Quebec, was elected president of the Canadian Industrial Traffic League. Other officers elected were: W. J. Smallcombe, Maple Leaf Milling Co., Toronto, Ont., first vice president; O. Crawford, Powell River Sales Co., Vancouver, B. C., second vice president; and J. M. Varty, Canadian Electric Co., Toronto, treasurer.

L. H. Sickman, E. Kahn's Sons, was elected president of the Cincinnati Traffic Club. Also elected to serve for the ensuing year were J. T. Hall, first vice president; G. O. Fagan, second vice president; and Charles J. Ploss, third vice president.

P. W. Kroeker, assistant traffic manager, Curtiss Candy Co., Chicago, was elected chairman of the executive committee, Confectioners Traffic Assn., Chicago. A. E. Huenerfeger, traffic manager, Zion Industries, Inc., Chicago, was named secretary-treasurer.

Consolidated Freightways, Portland, Oreg., has announced the promotion of Vernon G. Arnett to traffic and sales manager of the warehouse and moving department in Portland.

A chapter of the Delta Nu Alpha Fraternity has been formed in Albany, N. Y. The officers for this chapter are: president, H. Z. Bessette, Acme Fast Freight; first vice president, T. E. Shelly, Bendix Aviation Corp., Marshall-Eclipse Div., second vice president, M. M. Frohock, Cluett Peabody; secretary, O. G. Perry, Tek Hughes; treasurer, L. McDonald, American Meter Works; historian, W. Gilligan, New York Central; and directors, K. Beers, Boston & Maine, E. Mayberry, Dorn's Transportation; and H. Larche, American Airlines.

The Eastern Industrial Traffic League, Inc., has been formed, and the Middle

Atlantic Shippers' Motor Carrier Committee has been dissolved. According to an announcement, the general purpose of the League is to promote consideration and study of transportation for the benefit of shippers, receivers and the carriers themselves. The specific objectives are more dependable and consistent scheduling of rates, improved service by the carriers, and through these, improved business conditions for the shippers and receivers.

President is C. J. Fagg, Newark Central Warehouse Co., Newark. Other officials are: first vice president, G. D. Cederholm, Wm. R. Warner & Co., New York; second vice president, E. George Siedle, Armstrong Cork Co., Lancaster, Pa.; secretary, J. F. Curren, Wilmington Chamber of Commerce, Wilmington, Del.; and treasurer, George V. Evans, Va-Carolina Laundry Supply Corp. Thirteen committees have been established to study such subjects as airway transportation, classification, demurrage and storage claims, railway transportation, freight forwarders and highway transportation. The geographical area covered consists of New England, the Middle Atlantic states and Virginia.

R. J. Pick, Ruberoid Co., Erie Sales Div., has been elected president of the Erie (Pa.) Traffic Club. He succeeds Frank Goss, New York, Chicago & St. Louis Railroad, who becomes a member of the board of directors. Other officers are: vice president, Merle Colby, Associated Transport, Inc.; secretary, Orin Smith, Erie Manufacturers Assn.; and treasurer, Walter Miesel, Erie Packaging Co.

Thomas J. Morcom has been appointed manager of the newly formed traffic department of the Ford Division of the Ford Motor Co.

A. M. Alvarez has been appointed general traffic manager for Gulf Shipping Lines, with headquarters in Houston, Tex.

J. J. Griffith was recently appointed general traffic manager of the Hygrade Foods Products Corp., Detroit.

L. B. Larson has been appointed to the position of director of traffic and warehousing, International Cellucotton Products Co., Chicago. He will be succeeded as

traffic manager by R. M. Lundin.

Donald G. Ward has been named general traffic manager of Mathieson Chemical Corp., with headquarters in Baltimore. He succeeds Harry M. Mabey, who continues as a special traffic consultant to the company.

A new traffic club is in process of formation on Long Island, New York. John Sapede, General Bronze Co., and Arthur Johns, Oxford File Co., have started a Nassau-Suffolk Traffic Club. Due to peculiar conditions existing in the area, membership will consist largely of highway carrier and industrial traffic managers.

Northwest Airlines has announced the resignation of R. O. Bullwinkel as vice president in charge of traffic. Amos Culbert succeeds Mr. Bullwinkel in that position.

W. G. Felton has been appointed assistant general traffic manager of Pittsburgh Steel Co., with headquarters at Pittsburgh.

William P. Libby, vice president in charge of traffic, Plymouth Cordage Co., Plymouth, Mass., retired from the company after 37 years of service.

The Traffic Club of Philadelphia has elected Fred H. Hicks, Jersey Central Lines, as president. He succeeds Robert Maguire, Atlantic Refining Co. Other officers elected were: first vice president, S. W. Mason, Tiona Petroleum Co.; second vice president, Howard B. Armstrong, Scott Bros., Inc.; secretary, Robert J. Weir, Alan Wood Steel Co.; and treasurer, Edward L. Dash, Reading Co.

Ward W. Mellinger has resigned as traffic manager of Copperweld Steel Co., Warren, Ohio, to become general traffic manager of the Valley Mould and Iron Co., Hubbard, Ohio.

### Warehousing

American Express Field Warehousing Corp., New York, has opened warehousing offices in Philadelphia, Baltimore and Washington, D. C. David S. Morgan has been placed in charge of the five-state area (Continued on page 57)

## OBITUARIES

William T. Bayless, 58, manager of Aero Mayflower Transit Co.'s Miami office, February 14.

Victor V. Boatner, 68, former president of the Chicago Great Western Railroad, on February 11.

Ernest A. Brunner, 65, who founded Liberty Cartage Co. in 1916, and has been its president and treasurer since.

L. Wade Childress, 73, chairman of the board of Columbia Terminals Co., St. Louis. He founded Columbia Terminals and was its president from 1905 to 1935, when he became board chairman.

Jacob Freedman, 53, president and owner of the Freedman Motor Service, Inc., Metuchen, N. J.

Charles F. Geiger, 70, vice president and treasurer of the trucking firm of John S. Geiger Sons, Inc., Newark, N. J.

Harvey J. Gleason, 59, Cleveland traffic manager. He was a member of the Cleveland Traffic Club.

William E. Halm, 88, former president of the New York Dock Co., February 11.

Eph Hoover, Sr., 56, founder of the Hoover Express Co., Inc., Murfreesboro, Tenn., February 28.

Paul Pandolfi, assistant to superintendent of operations, Acme Fast Freight, Inc., New York, and former financial secretary of the Metropolitan Traffic Assn. of New York, Inc., on March 13.

## NAILABLE STEEL

(Continued from page 49)

steel is to improve the lading securement and, if possible, at less expense for blocking. Applications on flat cars have accordingly been held to a few for experimental purposes until the nailable steel decking can be provided with additional features that will make possible the attainment of this objective. We think it is not far away.

### Double-Deck Box Cars

"Two decks have long been used in stock cars. The concentrated-load factor is not too great, and so the problem of spanning the nine-foot width of a car without intermediate support was not difficult. The increased length and

height of box cars, made possible by using more steel in their construction, provided greater cubic" and weight-capacity and enabled fewer car-units to handle larger tonnage in trains. Using such cars for loads requiring securement to the floor in one tier only, or for freight subject to crushing if loaded in several tiers, limits the efficient use of cars with larger cubic" and weight-capacity.

"Steel used in the form of stage decking adjustable in different positions provided an effective means of overcoming this disadvantage for the large-volume movement of automobiles. Steel- or wood-reinforced cars with perforated steel-plate liners along

the sides and with steel cross bars equipped with end devices which lock into the perforated sides, provide another means of increasing the per-car revenues. The cross-bar securement in such cars effectively reduces the packing and blocking for many kinds of freight and may also be used to create a temporary second deck to handle larger loads of light, bulky commodities. Preparing freight on pallets, and the higher-load capacity of lift trucks for handling such pallets, has contributed toward more efficient use of cars so equipped, to the substantial advantage of both shippers and railroads—despite break-through-damage to the car floors.

"To handle heavier articles, such as farm tractors, cars equipped with a permanent second deck built up with a combination of steel beams and wood have been used. These require portable intermediate supports which have to be removed and replaced during the loading and unloading operation. Nailable steel channels in 10-gauge, two and three-eighth-inch depth were found to have the necessary strength-properties to effectively meet the need for a second deck for such loads, without intermediate supports (see Fig. 2). Perhaps the evolution of such a deck, made portable to a limited extent, will make it possible to increase the freight-carrying capacity of much existing equipment. Reduction in the units of equipment necessary to carry the same volume of freight is an effective method to improve earnings. If a good practical method can be found to divide such cars into compartments which can be sealed for each consignment, perhaps it will provide the railroads with the answer for meeting the lower highway-truck-unit competition. This has been an important factor in diverting certain types of high-class freight to the highways.

### Specially Equipped Cars

"The automobile industry has been in the forefront in using railroad freight cars to carry maximum-capacity loads. This is  
(Continued on page 57)

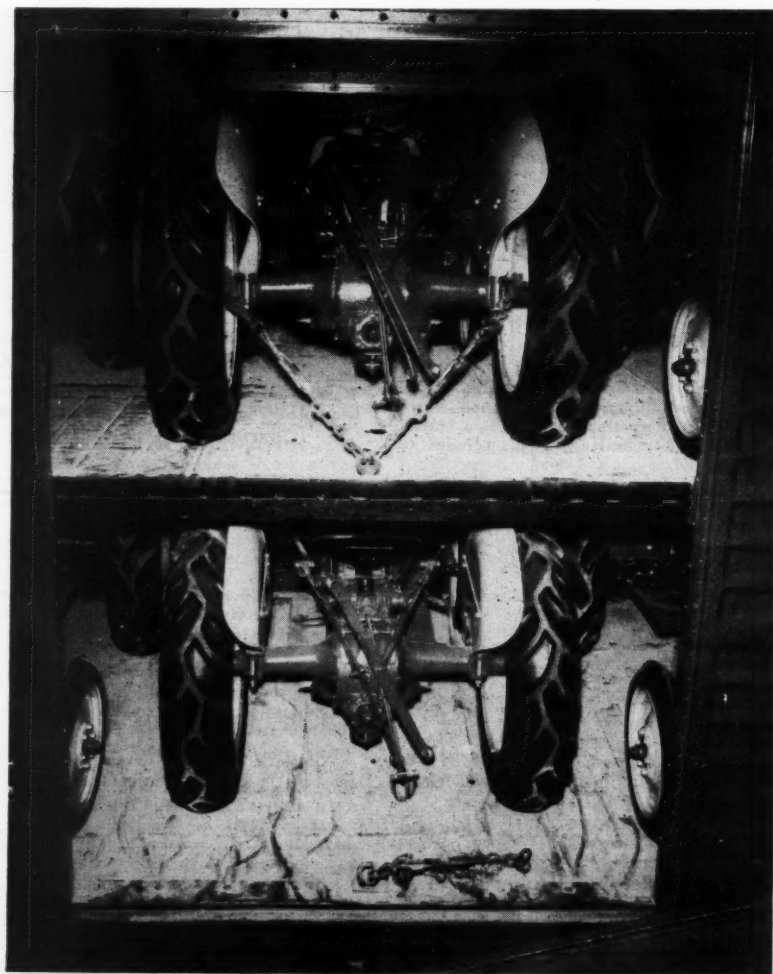


Fig. 2. Specially equipped twin-decked car. Upper deck has Nailable Steel floor.



# Getting down to Cases

By LEO T. PARKER  
Legal Consultant

## WAREHOUSING

### Things You Can Do

YOU CAN avoid liability for your negligent loss or destruction of stored goods if you prove that the owner of the stored goods is a foreign corporation which failed to comply with your state's laws regulating out-of-the-state corporations.

For example, in *Abdou v. Sunny State Distributing Co.*, 223 S. W. (2d) 341, Tex., it was pointed out that a Texas law requires foreign corporations desiring to transact business in this state to file a certified copy of its articles of incorporation with the Secretary of State of this state, and to procure from the Secretary of State a permit to transact such business. The testimony shows that a cold-storage warehouse is operated in El Paso, Tex., under the name of Abdou Produce and Cold Storage Co. The Sunny State Distributing Co. is a corporation whose headquarters is outside the state of Texas. This corporation stored certain frozen fruits, vegetables and produce in the warehouse. Later the corporation discovered that the produce had been permitted to thaw and that some of it was spoiled and unfit for human consumption. The corporation sued the storage company for damages.

During the trial, testimony was given that the corporation had not complied with the above state law, since it had failed to file its articles of incorporation and had no permit. The higher court held that the corporation could not maintain the suit or recover damages, saying:

"Under the statute we think it clear that as a prerequisite to the maintenance of its suit it was incumbent upon plaintiff [corporation] to show that it had complied with the statute."

YOU CAN avoid paying compensation if an injured employee fails to prove he suffered injury by an accident arising out of, and in the course of his employment. In *Johansen v. Ferry-Morse*, 206 Pac. (2d) 545, Idaho, testimony showed that an employee applied for compensation under the State Workmen's Compensation Act, claiming that he was injured while attending to his regular work. Since the employee failed to introduce before the court any witnesses who saw the occurrence of the injury, he was denied compensation.

YOU CAN organize a warehousemen's association and make reasonable rules and regulations for your own benefit. In *Warehouse Assn., Inc. v. Planters Warehouse, Inc.*, 56 S. E.

(2d) 391, N. C., this question was presented the court: Can warehousemen organize a warehousemen's association and then adopt valid rules and regulations? This court held that it may, provided testimony shows that the rules and regulations are not unreasonable, immoral, unlawful, or contrary to public policy.

YOU CAN make a valid contract under which an employee agrees to accept wage payments lower than those specified by the Fair Labor Standards Act. For example, in *McCloskey v. Eckart*, 164 Fed. (2d) 257, an employee sued his employer for \$2,005 overtime and penalties under the Fair Labor Standards Act. During the trial the employer proved that the employee had signed a compromise release and accepted a payment as total for all wage payments based on the Fair Labor Standards Act. In holding the employer not liable for further payments, the higher court stated:

"A release executed by an employee in payment of sum by the employer precluded recovery of damages under Fair Labor Standards Act in view of Portal-to-Portal Act effectuating compromises."

### Things You Can't Do

YOU CAN'T avoid paying taxes on merchandise imported into the District of Columbia, even though the merchandise is left in original packages. In *Mercury Press, Inc. v. District of Columbia*, 173 Fed. (2d) 636, it was brought out that a corporation imports paper from Canada, stores it in warehouses and sells it to purchasers who break the original packages when the paper is ready for use. The corporation's counsel argued that so long as the imported article remains in its original package it cannot be taxed because of the United States constitutional provisions that a state may not levy an "impost" without the consent of Congress. Since the paper was imported into the District of Columbia, the higher court decided that it is subject to taxation.

Also, see the late case of *National Mut. Ins. Co. of District of Columbia v. Tidewater Transfer Co., Inc.*, 69 S. Ct. 1173. Here the Supreme Court of the United States held that the District of Columbia is not a "state" and does not come under the provisions of the Constitution holding that judicial power of federal courts shall extend to controversies between citizens of different states.

YOU CAN'T be held liable for an automobile death through circumstantial evidence. In *Trust Co. of Chicago v. Storit Warehouse, Inc.*, 85 N. E.

(2d) 860, Ill., it developed that a boy was found dead in an alley. A witness testified that he saw a truck owned by Storit Warehouse, Inc., traveling in the alley shortly before at about 25 m.p.h.

The higher court refused to hold the warehouse company liable for the death of the boy, arguing that the testimony contributed nothing toward showing how the boy met death, or that there was negligence on the part of the warehouse company's truck driver.

YOU CAN'T expect a court to allow you to stay in leased premises after expiration of your lease contract at the same rental specified in the lease contract. In *Central States Cooperatives, Inc. v. Watson Bros. Transportation Co.*, 83 N. E. (2d) 752, Ill., it was shown that the Watson Brothers Transportation Co. held a lease on property at \$850 per month. After termination or expiration of the lease, the company refused to vacate the building. In subsequent litigation the higher court awarded the landlord \$1,868 per month rental.

YOU CAN'T, as a warehouseman, avoid exercising at least an "ordinary" degree of care to safeguard stored goods. However, according to a recent higher court, the owner of stored goods assumes all responsibility when he stores goods knowing that no attendant or employee is on duty to guard his merchandise. See *Geay v. Miller*, 31 N. W. (2d) 328, S. D.

YOU CAN'T avoid liability for injuries to pedestrians caused by failure to keep your sidewalk in reasonably safe condition. However, you are not required to use a high degree of care to keep sidewalks safe.

For illustration, in *Miller v. City Co.*, 69 Atl. (2d) 140, a pedestrian sued a company for damages for injuries sustained when he slipped on ice in front of the company's premises. The higher court refused to hold the company liable, saying the testimony showed that the accumulated ice and snow was apparent to any reasonably careful pedestrian.

YOU CAN'T avoid liability for failure to remit C.O.D. collections to your customers. If you are unable to pay, your surety or bonding company is liable. For instance, in *State for Use of Altorfer Bros. Co. v. Dalrymple*, 35 N. W. (2d) 714, Minn., testimony brought out these facts: The Minnesota Storage Co. accepted for storage certain washing machines owned by a manufacturer. A contract was made in which the warehouse company agreed to ship the machines on a C.O.D. basis to the manufacturer's customers and to remit the proceeds

of such C.O.D. shipments to the manufacturer.

The warehouse company collected \$22,871.25 and remitted to the manufacturer all but \$8,977.50. The manufacturer sued the bonding company which furnished the warehouse company's bond. In holding the bonding company liable the higher court said:

"It follows that a surety executing a warehouseman's bond . . . is responsible for any loss resulting from a breach of duty on the part of its principal, the warehouseman, not only with respect to the actual function of storing goods, wares, or merchandise for profit, but also for a breach of duty in failing to remit the proceeds of C.O.D. shipments."

## TRANSPORTATION

### Things You Can Do

**YOU CAN** make a contract to transport freight at a lower rate than that approved by the Public Service Commission and then later sue the shipper to recover the difference between the legal rate and the lower rate specified in the contract.

For example, in *Mt. Tom Motor Lines, Inc., v. McKesson & Robbins, Inc.*, 89 N. E. (2d) 3, Mass., it was shown that a trucking company, known as the Mt. Tom Motor Lines is a common carrier and holds a certificate from the state. It made a contract with McKesson & Robbins, Inc., a large manufacturer and distributor of drugs, to deliver merchandise sold to retail drug stores in various counties. This contract was made several years ago, and the freight rates were specified in it. After a few years the carrier sued McKesson & Robbins to recover additional payment for the transportation and delivery of the goods from Jan. 2, 1944, to Aug. 21, 1946. This suit was based on the contention that the freight rates specified in the original contract between the carrier and the drug company were considerably less than the rates approved by the Public Service Commission.

The court held that a common carrier can recover from a shipper the difference between the freight charges paid and the rates specified by the Public Service Commission in its schedule. The court said:

"One to whom a certificate has been granted is bound to collect and the shipper to pay the established rates for the service rendered, and neither is excused through fraud, accident, mistake or any other cause from collecting or paying the said rates. The holder of a permit as a contract carrier is under the same obligation and so is the one for whom the transportation is performed."

On the other hand, this court held that where either a common or contract carrier operates without a permit or certificate it cannot recover any charges above those specified in the original contract between the contract carrier and shipper.

The court also explained the legal differences between a common carrier and a contract carrier. The court defined a common carrier as one who holds himself out as furnishing transportation to any and all members of the public who desire such service, in so far as his facilities enable him

to perform the service, while it said a contract carrier does not furnish transportation indiscriminately but furnishes it only to those with whom he sees fit to contract.

**YOU CAN** avoid liability in damages for injuries to an employee caused by his own negligence. In *Modzel v. Norwalk Truck Lines*, 39 N. W. (2d) 226, Mich., these facts emerged: After working hours a shipping clerk employed by the Norwalk Truck Lines, stepped between the rear of a truck and the loading dock. The clerk knew that loading had been completed and that the truck driver was about to move the truck. The truck rolled back and pinned the clerk to the dock, causing serious injuries.

The lower court awarded the shipping clerk \$12,500 in damages. The Supreme Court reversed the verdict. In holding the Norwalk Truck Lines not liable or responsible, it said:

"He knew, or should have known, that the driver was about to move the truck. He was entirely familiar with the surroundings, and familiar with the operation of trucks."

**YOU CAN** invalidate freight rates adopted by the Public Service Commission if you prove that such rates are unreasonable and that the Commission used its own pleasure or judgment when making the rates instead of following the law.

For illustration, in *State v. Northern Pac. Ry. Co.*, 39 N. W. (2d) Minn., the higher court was asked to decide whether maximum freight rates established by the Public Service Commission can be unlawful and invalid as constituting a taking of the property "without due process of law" in violation of constitutional rights. The higher court held in the affirmative.

In this case it was shown that a state commission fixed maximum intrastate rates to be charged by carriers for the switching of carload traffic from designated points. The higher court decided that the rates were unreasonable and unlawful. The court explained that the lawfulness and reasonableness of a commission's freight-rate order is tested by whether it was guided in its decision by the controlling rule of law or whether it acted capriciously and at its own pleasure.

**YOU CAN** avoid paying taxes on employees who perform contract services for a railway company or other common carrier. In *Reynolds v. Chicago, St. P., N. & O. Ry. Co.*, 168 Fed. (2d) 943, it was held that a company engaged in the placing of coal in bins, coaling locomotives, storing ice, and icing refrigerator cars, is not liable for payment of employment taxes on workers who performed the services.

This court explained further that an employer cannot be taxed under the Carriers Taxing Act, 26 U.S.C.A.-Int.Rev.Code, on employees who perform services for a railway company or other common carrier.

**YOU CAN** avoid liability on a verbal contract if its duration is more than one year. For example, in *Wells v. H. W. Lay & Co.*, 50 S. E. (2d) 755, Ga., a suit was filed by a man named Wells who alleged that Lay and Co. breached a verbal contract to aid him in obtaining a franchise as a contract motor carrier from the

Interstate Commerce Commission and to employ him as its contract carrier for a term of 12 months.

The higher court held that the verbal contract was void because its duration was over one year and such contract must be in writing, in order to be valid.

### Things You Can't Do

**YOU CAN'T** be subject to the Carmack Amendment on shipments to foreign countries if the shipments are intended for through transportation to a point within the United States to a foreign country. For illustration, in *Reider v. Thompson*, 176 Fed. (2d) 13, the question was presented to the court as follows:

If a local shipper issues a supplemental bill of lading to cover its portion of the transportation of a foreign shipment, is the shipper subject to the Carmack Amendment. This court held in the negative, since the testimony indicated that the carrier's bill of lading showed on its face that it was issued in conjunction with the original foreign shipment and that "no new separate or distinct domestic shipment was intended."

This court said that the Carmack Amendment is a radical departure from the usual law on liability of common carriers and that it should not be used except in cases where it is plainly applicable.

**YOU CAN'T** infringe an established transportation company's trade-name; and the fact that the infringing company delays in suing you will not forfeit its right to an injunction. In *Rothman v. Greyhound Corp.*, 175 Fed. (2d) 893, reported Aug., 1949, it was shown that since 1932 a company has operated a taxicab company under the name Greyhound Cab Co. and has used the picture of running greyhound dog.

In subsequent litigation, filed in 1948, the company argued that the Greyhound Corp. had delayed so many years in filing a suit to stop use of the Greyhound symbols, that the latter company could not now stop the use of the name on taxicabs.

The higher court ordered the company to discontinue using the Greyhound symbols in his taxicab business, stating, "It is settled that mere delay in seeking relief is no bar to an injunction when the infringer has had knowledge of the fact that he is infringing and has deliberately set out to capitalize on the good will of the owner . . . The intentional use of another's trade-mark is a fraud."

**YOU CAN'T** avoid paying taxes for transporting merchandise by boat. For example, in *Buchanan v. Carson*, 220 S. W. (2d) 115, Tenn., a state law was litigated which provides that "Each person operating a boat or barge whether as a common carrier or as a contract hauler . . . shall be deemed to be a 'transportation company,' and pay the tax of 3% upon its gross receipts." The higher court held the law valid, saying, "The constitutionality of the statute finds support."

**YOU CAN'T** avoid paying compensation to an employee who sustains an injury within the scope of his employment. Another important point of law, decided by a recent higher-court

(Continued on page 88)

## NAILABLE STEEL

(Continued from page 54)

accomplished to the advantage of both shipper and carrier by equipping cars with steel fixtures to load partially manufactured parts with a minimum of packing material. Loss and damage to freight carried in cars so equipped is a rarity. The big problem is again the one-way revenue haul. The greater efficiency in the loaded haul, however, usually more than offsets this disadvantage. There is a tremendous challenge to engineering ingenuity to find a way to develop a combination of steel fixtures which can be used interchangeably in box cars to produce for more general usage, efficiency similar to that of the specially-equipped cars. The system of cross bars locked into the car sides is the nearest approach to it up-to-date.

"Refrigerator cars with their wood racks to provide air circula-

tion around the lading present a further challenge to the use of steel to solve problems of excessive maintenance and out-of-revenue service time. The construction of such cars has held them to one-way revenue hauls, and AAR statistics list them as having the longest turn-around time of any cars. Wood covered with waterproofing composition is the prevailing base floor construction in use. Steel or aluminum racks on top of such base floors are in use to a limited extent as the base for the freight. Emphasis has been placed on holding down the weight of the racks because of the high weight of the car body to provide the necessary insulating properties. Again, the growth in use of mechanical handling equipment is imposing burdens on the weight-carrying floor or racks, with resulting damage and exces-

sive maintenance. Steel racks engineered to meet the requirements of perishable traffic and also capable of withstanding the greater abuse imposed by heavier shipping may be an effective means of bringing down the turn-around-time figure in refrigerator-car usage. A modification of the nailable steel channel has been designed to fit this objective, and initial installations are under active consideration by several of the refrigerator-car companies.

"The developments in the art of welding, new metallurgical combinations, and the fabrication of steel into various forms and shapes make steel adaptable to meet almost any kind of problem related to the handling and transportation of freight. The diesel locomotive has been outstandingly effective in improving the operating efficiency of the railroad power-unit—steel used in new forms offers a means of attaining similar results in the freight-carrying equipment."

## DISTRIBUTION ACTIVITIES

(Continued from page 53)

the office will serve. His headquarters are at 1535 Chestnut St., Philadelphia.

Associated Warehouses, Inc., has accepted four new warehouses as members of their association. They are Duluth Terminal & Cold Storage Co., Duluth, Minn.; Lentz Transfer & Storage Co., Winston-Salem, N. C.; William B. Meyer Co., Bridgeport, Conn.; and Central Warehouse Co., Saginaw, Mich.

A. G. Janney has been elected president of the Baltimore Cold Storage Co. Other officers are: vice president, Van Rensselaer H. Greene; secretary, B. Harris Henderson; treasurer, Norman E. Keigler; and assistant secretary and treasurer, Mrs. Margaret L. Matthews.

Canadian Warehousemen's Assn. new members: Stephens Moving & Storage, Kamloops, B. C.; Moloughney Van & Storage, Ottawa, Ont.; McIlwaine Bros. Transfer Ltd., Victoria, B. C.; J. M. Fleury Engr, Montreal, Quebec; and Thompson's Transfer Co. Ltd., Middleton, N. S.

S. G. Spear has terminated his duties with Central Carolina Warehouses, Inc., Greensboro, N. C., to become an independent warehousing consultant in Washington, D. C.

A plant destined to be one of the largest merchandise warehouses in Cincinnati has been taken over by Central Merchandise Storage Corp. The facilities, formerly

owned by American Oak Leather Co., were obtained last year, and are protected by a dam from high water. Walter E. Huennefeld heads the new company. Paul W. Huennefeld is treasurer and vice president; Carl E. Huennefeld is secretary and vice president; and Earnest L. Becker is managing director. Remodeling is now under way.

The Cold Storage Advisory Committee, operating under the Research and Marketing Act of 1946, held its third annual meeting in Chicago Jan. 25-27 in conjunction with the meetings of the Refrigeration Research Foundation. The committee reviewed the work done the previous year, including studies of pre-cooked frozen foods, methods of pre-cooling fruits and vegetables before shipment, the role of frozen food locker plants in meat distribution, and improved dissemination of information on frozen foods.

The committee stressed, for the future, the need for a national low-temperature laboratory to study thermodynamics, heat transfer and ice formation on foods; air movement in connection with warehouse rooms; the cost of packaging materials for frozen products; and methods used for storing foods in locker plants. Special studies were urged for eggs, milk and poultry.

Paul B. Christensen, Merchants Refrigerating Co., was chairman. Other members include V. O. Appel, Fulton Market Cold Storage Co.; A. R. Current, City Products Corp.; H. C. Diehl, Refrigeration

Research Foundation; A. J. Hampson, Merchants Cold Storage and Warehouse Co.; J. C. Irwin, United States Cold Storage Co.; C. A. Martin, Polar Cold Storage, Inc.; H. J. Nissen, Terminal Refrigeration Co.; S. C. Rogers, G. H. Hammond Co.; H. W. Wilson, Quaker City Cold Storage Co.; and Walter F. Henningsen, Northwestern Ice & Cold Storage Co.

James N. Blissell has joined Lee Storage Co., Toledo, Ohio, to handle advertising and sales promotion. He was formerly with The Pennsylvania Railroad and Goodyear Aircraft Corp.

R. C. Stokell, National Cold Storage Co., New York, has been elected chairman of the Cold Storage Warehousemen's Assn. of the Port of New York. Vice chairman is J. K. Storer, Manhattan Refrigerating Co., New York; secretary, Leo Fisher, Harborside Warehouse Co., Inc., Jersey City; and treasurer, Earle Cantor, Kings County Cold Storage, Brooklyn.

Edward T. Davis, Jr., who had been secretary-treasurer of the Quaker City Cold Storage Co., Philadelphia, has retired after 43 years of service. Present officers are: president and treasurer, H. W. Wilson; vice president and chief engineer, Wm. Brownlow; and secretary, J. F. Lang, Jr.

Christopher J. Grimley has been appointed vice president and general manager of Wiggin Terminals, Inc., Boston.

Harry F. Pratt, National Terminals Corp., Milwaukee, is the new secretary of the Wisconsin Warehousemen's Assn., succeeding H. L. Ashworth.



# Public Warehouse Section

Warehousing is an integral part of distribution in several ways. Public warehouses are not merely depositories for the safeguarding of personal effects or industrial commodities; many are equipped to perform a wide range of services in addition to storage. Among those services are:

Bottling, boxing, financing, fumigating, grading, handling, hauling, labeling, motor transportation moth-proofing moving, operation of public truck scales, quick-freeze facilities, rental

of space for manufacturing, offices and showrooms, rigging, sales representation, sample distribution, sorting, stevedoring and various other functions for efficient and economical distribution.

This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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Receiving—STORAGE—Handling.  
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(Formerly Mobile Bonded Warehousing Co.)

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Long Distance Moving Coast to Coast • Pool Car Distribution  
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Household Goods Storage • Merchandise Storage  
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"A Complete Warehousing Service"

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55,000 sq. ft. in Tucson—Served by Rail-Motor Truck. Modern fleet of trucks from 1-60 Tons for distribution in Tucson and vicinity. Crane and Winch service for heavy lifts.

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New one story 90,000 sq. ft. warehouse



### COMMERCIAL WAREHOUSE CO.

This ultra modern warehouse property with six car siding on the Rock Island is completely mechanized. We offer general merchandise warehousing at its best, including pool car distribution, office and display facilities and loans on stored commodities.

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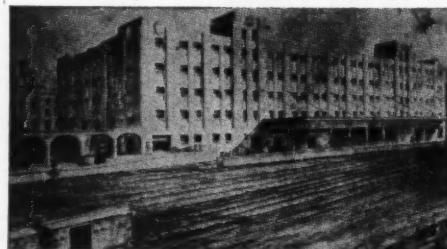
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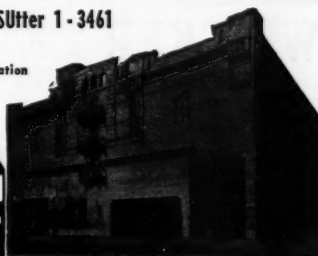


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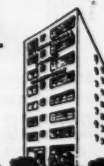
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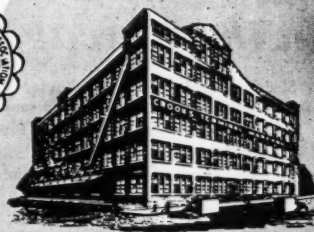
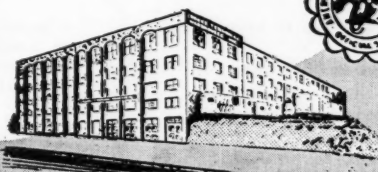
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**IS THE TRUMAN?**

*(Continued from page 11)*

private, and in duplicated services, facilities and overhead for which the public is required to pay in rates and taxes.

Much of this can be laid at the door of the businessmen of the country; if and when government ownership of transportation facilities comes about, they will have been responsible for it in some measure. This may come as a shock, but businessmen have done a great deal to cause the adoption of regulatory policies by which the profits of common carriers have been restricted for many years. They have done a lot in their own supposed interests to promote the subsidization of water, highway and air carriers—subsidization which enables these carriers to take traffic not only from the unsubsidized carrier, the railroads, but also from one another.

There is discrimination in the distribution of Federal aids to

transportation, with resultant benefits to some classes of patrons and harm to others. Federal laws prefer one class of carrier to others. The highly regulated common carriers, upon which the nation depends for its scheduled services and its national defense, are being driven to the brink of bankruptcy by competition.

Transportation has become the economic orphan of the enterprise system, with government ownership inevitable within the next decade unless an aroused public opinion demands more constructive action by Congress than is envisaged in the Truman Plans. Federal bureaucracy is pushing the industry down the path to nationalization through constant anti-trust prosecutions and through other suits of various types. It apparently seeks to destroy the confidence of private investors in the field of transportation. It would seem as if the

managers of power politics are using transportation as the spearhead to impose the "planned economy" of socialism upon the people of America. At this moment, the greatest threat to the free enterprise system lies in the direction of inevitable financial collapse of the railroad segment of transportation.

To avert this catastrophe, a revised national transportation policy and a new method of administering it are absolutely necessary. Recently, this has had much attention. Starting with the National Transportation Inquiry of the House Committee on Interstate and Foreign Commerce in 1946 down through the so-called "Sawyer Report" issued last December and President Truman's action last month, we have had many expressions of what the trouble is and what should be done about it.

While the House Committee on Interstate and Foreign Commerce came to no conclusions itself, its

*(Continued on page 74)*

and Firms are Arranged Alphabetically



• North Pier Terminal Ship Dock House: at the foot of East South Water Street in Chicago. For unloading and loading of foreign and Canadian vessels. For transferring cargoes boat to barge; boat to cars or trucks.



• North Pier River Barge Terminal: 2905 South Western Avenue, Chicago. For unloading and loading barges to and from New Orleans and other Mississippi ports. Transfer bulk cargoes . . . barge to boat . . . waterfront storage available.

## Marine Shippers Attention!

At North Pier Terminal . . . we *unload* foreign vessels from Baltic ports, Europe, South America, Canada, everywhere . . . and *load them* with returning cargo. We are a point of *interchange* between foreign boats and Mississippi and Gulf barges . . . unloading newsprint from Canadian boats (for example) for Chicago's use . . . or, reloading it (or other merchandise) on barges for delivery to southern river cities.

• Use North Pier Terminal facilities, unloading, storing and loading, from boat to barge; or, from barge to boats; or cars to barge; or, barge to cars.

Here is convenience, low costs, and competent, swift handling to give you peace of mind with your operations to, or transfer through, Chicago.

### NORTH PIER TERMINAL CO.

Executive Offices: 444 Lake Shore Dr., Chicago 11, Illinois. Phone Superior 7-5606  
New York Office: 55 W. 42nd St., New York 18, N. Y.—Phone LACKawanna 4-0063

#### CHICAGO, ILL.

Close to the Loop District, these two co-operated warehouses offer quick, efficient and economical service to stores and distributors in Chicago and the Mid-West.

#### PRODUCERS WAREHOUSE CO.

344 No. Canal St. (6) C. & N. W. Ry.

#### THOMSON TERMINALS INC.

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Prompt Deliveries

Advances Made

#### CHICAGO, ILL.

For Distribution in CHICAGO Use

### SYKES SERVICE

Fully sprinklered warehouse building for merchandise storage exclusively.  
Centrally located—only 12 minutes from the loop. Complete warehouse service with personal supervision.  
Pool Car Distribution.

#### SYKES TERMINAL WAREHOUSE

929 West 19th Street, Chicago 8, Ill.

#### CHICAGO, ILL.

Merchandise Storage and Distributors

### WAKEM & McLAUGHLIN, Inc.

Estd. 1886

MAIN OFFICE—225 E. ILLINOIS ST., CHICAGO 11  
U. S. Internal Revenue Bonded Warehouse  
U. S. Customs Bonded Warehouse  
A.D.T. Service

#### ADVANCES MADE

Our ample financial resources enable you to negotiate loans right in our office.  
Prompt Delivery and Best of Service  
Bottling In Bond



Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

#### CHICAGO, ILL.

Phones: Lakeview 5-0365  
Northshore Suburbs: Enterprise 4002

### WARNER FIREPROOF WAREHOUSE

3246 Halsted St. (At Belmont)

MOVING—STORAGE—SHIPPING

Pres., R. E. Schuetz

AGENTS: UNITED VAN LINES, INC.



### SOO TERMINAL WAREHOUSE "The Economical Way"

Division of Beatrice Foods Co.

519 W. Roosevelt Road, Chicago 7, Ill.

Year-round candy storage, pool car distribution, negotiable warehouse receipts. Storage in transit. One-half million sq. ft.

Customs Bonded  
Unlimited Floor  
Load Units for  
Lease  
Near the Loop



## CHICAGO, ILL.

**One of Chicago's Finest**

A half million feet of modern warehouse space where you have every advantage for receiving, shipping and reshipping. Track space accommodates 360 railroad freight cars. 70 ft. covered driveways practically surround the clean, light and airy warehouse.

Located on the edge of Chicago's famous Loop and only one block from the mammoth new Post Office, Western Warehouse is in the heart of all business activity. Write for complete information.

**WESTERN WAREHOUSING COMPANY**  
323 West Polk Street Chicago 7, Ill.

## JOLIET, ILL.

Telephone 4381 and 4382

**Joliet Warehouse and Transfer Company**

Joliet, Illinois

**MERCHANDISE STORAGE AND DISTRIBUTION**

Best distributing point in Middle West  
Located on five Trunk Lines and Outer  
Belt which connects with every road enter-  
ing Chicago. No switching charges.  
Chicago Freight Rates Apply



## JOLIET, ILL.

**TRANSIT WAREHOUSE AND DISTRIBUTING CO.**

90 CASSEDAY AVENUE, JOLIET, ILLINOIS

Phone—Joliet 5276

**Merchandise Storage and Distribution***The only completely Palletized warehouse in Joliet*

Pool Car Distribution • Motor Freight Service  
Located on Rock Island R. R. • Free Switching

## JOLIET, ILL.

**WILL COUNTY WAREHOUSE COMPANY**

formerly Joliet Mfg. Co., which was Established 1848

150 Youngs Ave., Joliet, Ill.



Offers 50,000 Sq. Ft. of modern warehouse space, located  
on the CRI and PRR Roads. Private siding and free switch-  
ing. General Merchandise storage.

*Automatically Sprinklered Throughout*  
Member of A.W.A.

## PEKIN, ILL.



Location—10 miles from Peoria, Ill.; 165 miles from  
Chicago, Ill., or St. Louis, Mo.

**KRIEGSMAN TRANSFER COMPANY**

231 Margaret St., Pekin, Illinois

Merchandise & Household Goods Storage—Moving & Crating  
105,000 Sq. Ft. • One Floor • Brick Construction •  
Sprinklered • Heated • Private Siding

18-Car Capacity • 11 Trucks

Free Switching by: CCC&amp;St.L. • Santa Fe

Illinois Central • Alton • Rock Island

Chicago &amp; Illinois Midland • and P&amp;PU

Railroads



## EVANSVILLE, IND.

**MEAD JOHNSON TERMINAL CORP.**

P. O. Box 597, EVANSVILLE 2, INDIANA

*"Where Waterway . . . Railway . . . Highway Meet"*

With the most modern and most unusual River-Rail-Truck Ter-  
minal and Warehouse in the United States. Sprinklered—A.D.T.

Located only ninety miles from the country's center of popula-  
tion. Served by six large railroads, many motor freight lines and  
the American Barge Line, Mississippi Valley Barge Line, Union  
Barge Line and independent towing operations.

Merchandise and food commodities of every description, from  
every part of the globe, can conveniently reach, be economically  
stored, and then efficiently distributed from Evansville.

Write for booklet completely describing the many unusual services  
available.

Member of A.W.A.

\* Represented by

CHICAGO 4  
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**ALLIED DISTRIBUTION INC.**

NEW YORK 19  
11 WEST 43RD ST.  
PE 4-6767

## EVANSVILLE, IND.

**COMPLETE  
STORAGE  
AND  
DISTRIBUTION  
SERVICE**

PRIVATE R.R. SIDINGS — LOW INSURANCE RATES

**The TERMINAL WAREHOUSE, Inc.**

OF EVANSVILLE, INDIANA

915-919 MAIN ST.

**FIRE RESISTANT BUILDING**  
**POOL CAR DISTRIBUTION—**

## FORT WAYNE, IND.

**FORT WAYNE [ WITH MIGHT AND MAIN ]  
STORAGE CO. [ THE SAME ]**

802-804 Hayden St., Fort Wayne 4  
**FIREPROOF AND NON-FIREPROOF BUILDINGS**  
Pittsburgh, Fort Wayne & Chicago R. R.; Grand Rapids & Indiana R. R.,  
Wabash R. R.—Private Sidings—Pool Car Distribution

## FORT WAYNE, IND.

Exclusively

**Merchandise and Cold Storage**

Modern Fireproof Warehouses—Centrally Located—P.R.R.  
Siding—Lowest Insurance Rates—Pool Car Distributors—  
Local Cartage Service—Branch Office Service.

**MITCHELL SALES & STORAGE, INC.**

435 E. Brackenridge St., Fort Wayne 2, Ind.  
Warehouse Receipts on Staple Commodities

## FORT WAYNE, IND.

Members of MayWA-AWA

**PETTIT'S WAREHOUSE CO.**

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MDSE. & HGC. POOL CAR DISTRIBUTION  
New York City REPRESENTATIVES Chicago

MR. J. W. TERREFORTE MR. H. H. BECKER  
250 Park Avenue 53 W. Jackson Blvd.  
PLaza 3-1235 TELEPHONE Harrison 7-3688

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Established 1929

**General Merchandise Storage and Distribution**

Private Siding Indiana Harbor Belt R. R. Free Switching, Centrally  
Located, Pool Car Distribution, Motor Truck Terminal, Operating our  
own fleet of trucks.

**GARY WAREHOUSE CO.**

10th &amp; Massachusetts St., Gary, Ind.

Phone Gary 6131

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Phone Market 4361

**INDIANA TERMINAL & REFRIGERATING CO.**

230-240 So. Penna. St., Indianapolis 4

*Sprinklered Warehouses Office Rooms*

**General Merchandise and Cold Storage**

Down Town Location with RR tracks in building.

**NEW YORK OFFICE**

55 West 42nd St., Phone: LAcawanna 4-0063 New York 18, N. Y.

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MEMBER OF A.W.A.

**Indianapolis Warehouse and Storage Co.**

330 West New York St. Indianapolis 7, Ind.

Merchandise Storage • Private Sidings, N.Y.C.

Pool Car Distribution • Office Space

Represented By

Distribution Service, Inc., New York City, Chicago, Ill.

"How much should an expendable pallet cost?" A materials  
handling engineer, after two years of study, has come up with  
an approach to areas of cost reduction made possible by  
use of such pallet and indicates a sound viewpoint on costs of  
pallets themselves. See the May issue of Distribution Age.



and Firms are Arranged Alphabetically

## INDIANAPOLIS, IND.

Riley 5513

### A Complete Service STROHM WAREHOUSE AND ARTAGE COMPANY 359 W. RAY STREET, INDIANAPOLIS

OPERATING 53 TRUCK UNITS  
General Merchandise—Pool Car Distribution  
Modern Motor Trucking Service  
Check Out Service  
All Merchandise On Check Out Cars Placed  
On Platform Ready For Delivery  
Reciprocal Switching, All Railroads  
Store Door Delivery and Pick-up for  
N. Y. C. R. R.



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### THE TRIPP WAREHOUSE CO. 1001 East New York St. Indianapolis 7, Ind.

Store with an Old Reliable Firm.  
In Business for 65 Years.  
General Merchandise — Farm Machinery  
Specialize in Electrical Appliances and Food Stuff.  
Pool Car Distribution. Check Out Service.  
Storage in Transit. Reciprocal Switching All RR's.  
Private Siding NYC. Local Cartage.  
Operate Under Public Service Commission of Indiana.

\* Represented by  
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294 S. MICHIGAN AVE.  
WA 368 2-3567  
ALLIED DISTRIBUTION INC.

NEW YORK 18  
11 WEST 42ND ST.  
PE 4-6067



## TERRE HAUTE, IND.

A. D. T. Service

### DISTRIBUTORS TERMINAL CORP.

Merchandise Storage and Distribution a Specialty  
Pool Cars Solicited  
Motor trucks for store door delivery—Our clients do the selling—We do  
the rest. U. S. Licensed and Bonded Canned Foods Warehouse License  
No. 12-4

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ALLIED DISTRIBUTION INC.

NEW YORK 18  
11 WEST 42ND ST.  
PE 4-6067



## CEDAR RAPIDS, IOWA

### American Transfer & Storage Co. 401-411 FIRST ST. S. E. PHONE 2-1147

SINCE 1907  
General Merchandise Warehousing and Distribution.  
Cold Storage.  
Modern Brick Warehouse, Sprinklered 80,000 Square Feet.  
Siding on C. M. St. P. & P. Rd. Free Switching from Other  
Roads. Motor Freight Terminal.  
Member of A.W.A.—N.F.W.A.—Agents United Van Lines, Inc.



## CEDAR RAPIDS, IA.

### Cedar Rapids TRANSFER & STORAGE CO.

MODERN WAREHOUSE  
AND TRUCK TERMINAL ON TRUCKAGE  
Complete Facilities For Efficient Warehousing  
and Distribution of Merchandise  
DAILY SERVICE IN EVERY DIRECTION



## DAVENPORT, IOWA

Established 1903

Phone 2-7161

### MERCHANTS TRANSFER AND STORAGE COMPANY 428 WESTERN AVE. DAVENPORT, IOWA

Merchandise Storage and Pool Car Distribution  
in a community consisting of Davenport, Bettendorf, Iowa—  
Rock Island, Moline, East Moline, Silvis and Milan, Ill.  
Investment \$350,000.00  
Members: A.W.A., N.F.W.A., Ia.W.A., AM. CHAIN OF WHSES., A.V.L.

## DAVENPORT, IOWA

### TRI-CITY WAREHOUSES, INC.

726 Federal Street Davenport, Iowa  
General Merchandise Warehousing  
Pool Car Distribution

100,000 square feet of sprinklered fireproof floor space.  
Insurance rate of under 15c • Private Siding on R. I.  
10 car capacity with reciprocal switching from the  
C. B. & Q. and C. M. St. P. & P. railroads.

Telephone 7-5895

Represented by: Associated Warehousemen, Inc.  
and National Warehousing Service.  
Member of Iowa Warehouse Ass'n.

## DES MOINES, IOWA

Established 1883



Merchandise and Household Goods Storage  
Local and long distance  
Moving—Packing—Shipping



### BLUE LINE STORAGE CO. 200-226-Elm-Des Moines 9, Iowa

Members: A.W.A.—N.F.W.A.—Ia.W.A.—Distribution Service, Inc.

## DES MOINES, IOWA

Member American Chain of Warehouses



### MERCHANTS TRANSFER & STORAGE CO.



TRY OUR SUPERIOR SERVICE  
56 years' warehousing nationally known accounts  
gives you Guaranteed Service  
Daily reports of shipments and attention to every detail

## DES MOINES, IOWA

120 S.W. 5th Ave., Des Moines 8, Iowa

Established 1880  
MEMBER



### WHITE LINE TRANSFER & STORAGE COMPANY

Merchandise & Household Goods Storage  
Lowest Insurance Rate. Pool Car Distribution. Private Siding.  
Free Switching. Free Rail or Truck Pick-up Service.



## DUBUQUE, IOWA

### COMPLETE DISTRIBUTION SERVICES

222,000 sq. ft. of floor space in buildings of brick-concrete-  
steel construction. Chicago-Great Western R. R. siding with  
10 car capacity. Free switching with Federal Barge Lines.  
Low insurance rates. Complete-Motor-Freight-Facilities.  
Pool car distribution—all kinds. Merchandise & House-  
hold Goods Storage, industrial and office space for rent.

Write today

### DUBUQUE STORAGE & TRANSFER CO.

3000 JACKSON ST. DUBUQUE, IOWA  
Member of Iowa Warehouse Ass'n.  
Chicago Representatives: Associated Warehousemen, Inc.  
and National Warehousing Service.



Member NATIONAL FURNITURE WAREHOUSEMEN'S ASSN.  
Agent ALLIED VAN LINES



## HUTCHINSON, KANSAS

Member — Mo. W.A.

### A COMPLETE WAREHOUSING SERVICE

MERCHANDISE & COLD STORAGE  
• FREE SWITCHING BY SANTE FE. • CAR DISTRIBUTION  
• ROCK ISLAND & MOPAC • NEGOTIABLE RECEIPTS  
• PRIVATE SIDING • OFFICE & DISPLAY SPACE  
• TRUCK LOADING DOORS AND • AVAILABLE  
• DOCKS • LOW RATES  
• STORAGE IN TRANSIT — POOL • LICENSED—BONDED—INSURED  
HUTCHINSON MERCHANDISE WAREHOUSE  
P. O. Box 386, Hutchinson, Kansas — Phone 6280 — Larry Thurston, Mgr.

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**FOR OVER A QUARTER CENTURY**  
**INTER-STATE MOVING AND STORAGE CO.**  
 Household goods and merchandise storage.  
 PACKING, MOVING, SHIPPING—PRIVATE SIDING  
 Agent Member—Allied Van Lines  
 14TH AND MINNESOTA AVENUE



WICHITA, KANSAS



**A Modern Distribution and Warehousing Service**  
**Brokers Office & Warehouse Co.**

149 North Rock Island Ave., Wichita 2  
 B. W. BILLINGSLEY, JR., Manager  
 Member of American Chain of Warehouses

WICHITA, KANSAS

**MERCHANTS Van & Storage Company**

619 E. William St. Wichita 2, Kan.  
 Household Goods & Merchandise Storage. Free Switching—Sprinkler System  
 Member of NFWA—AVL

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**Louisville Public Warehouse Company**

131 EAST MAIN ST., LOUISVILLE 2  
 25 WAREHOUSES 944,000 SQUARE FEET

Louisville Member  
 AMERICAN CHAIN—DISTRIBUTION SERVICE, INC.  
 Gen'l Mdse. H. H. Goods


NEW ORLEANS, LA.

E. B. FONTAINE, Pres. & Mgr.

**Commercial Terminal Warehouse Company**  
 INCORPORATED

**Modern Merchandise Warehouses**

A dependable agency for the distribution of merchandise and manufactured products.

Member of  
  
 Storage Cartage Forwarding  
 Distributing Bean Cleaning  
 and Grading Fumigating  
 Office 402 No. Peters Street  
 NEW ORLEANS 16 LOUISIANA

**New Orleans**

THE ONLY PRIVATELY OWNED AND OPERATED PUBLIC WAREHOUSE AT SHIPSIDE IN NEW ORLEANS

This Corporation, continuing the operations of Douglas Shipline Storage Corporation established in 1931, offers Public, State and U. S. Customs Bonded Warehousing at its new terminal and wharf served by deep-water dock for ocean-going vessels and barges. Louisiana-Southern R. R. switchtrack . . . reciprocal switching . . . sprinklered buildings . . . storage-in-transit privileges.

Represented by DISTRIBUTION SERVICE, INC.

New York, Chicago, San Francisco

Member American Warehousemen's Association

**GULF SHIPSIDE STORAGE CORPORATION**

Formerly DOUGLAS SHIPSIDE STORAGE CORPORATION

TERMINAL AND WHARF AT FOOT OF ST. MAURICE AVENUE AND MISSISSIPPI RIVER  
 EXECUTIVE OFFICES: 118 North Front Street, New Orleans 16, La. Telephone: Raymond 4972 — Magnolia 5353

For Shippers' Convenience, States, Cities


NEW ORLEANS, LA.

Member of A. W. A.

**HAYES DRAYAGE & STORAGE, INC.**

833 South Front Street, New Orleans 3

Complete distribution and warehousing service  
 Operators of space in Free Foreign Trade Zone No. 2  
 Sidings on N. O. Public Belt R. R.



NEW ORLEANS, LA.

New Orleans Merchandise Warehousemen's Ass'n

**MALONEY TRUCKING & STORAGE, Inc.**

133 NORTH FRONT ST., NEW ORLEANS 1

An Able servant to the PORT OF NEW ORLEANS  
 Complete warehousing facilities—Distribution—Weighing—  
 Forwarding—Fumigating—Storage—Cartage—Field Ware-  
 housing—Office Space—Display Rooms—Sprinklered Risk.  
 UNITED STATES AND STATE BONDED



NEW ORLEANS, LA.

Member of A.W.A.

**ORLEANS STORAGE COMPANY, INC.**

725 So. Liberty Street

Specializing in MDSE. Distribution

All concrete Warehouse, sprinklered, low insurance rates. Low handling costs. Switching connections with all rail lines. State Bonded. Inquiries Solicited.

NEW ORLEANS, LA.


E. J. GANNETT, Owner

**Standard Warehouse Company**

100 Poydras St. New Orleans 8, La.

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Located in the Heart of the Wholesale District • Convenient to Rail & Truck Depots • Private Switch Tracks T & NO - SP RR • Reciprocal Switching • COMPLETE WAREHOUSING SERVICE



SHREVEPORT, LA.

**Herrin Transfer and Warehouse Co., Inc.**

1305 MARSHALL ST., SHREVEPORT, LA. P. O. BOX 1606

COMPLETE DISTRIBUTION SERVICE

Member  
 American Warehousemen's Association  
 Associated Warehousemen, Inc.  
 Southwestern Warehouse & Transfermen's Association

BANGOR, MAINE

**McLAUGHLIN WAREHOUSE CO.**

Established 1875 Incorporated 1918

**General Storage and Distributing**

Rail and Water Connection—Private Siding

Member of A.C.W.—A.W.A.—N.F.W.A.

BALTIMORE, MD.

Milton K. Hill, Mgr. & Treas.

**CAMDEN WAREHOUSES**

Rm. 301, Camden Sta., Baltimore 1

Operating Terminal Warehouses on Tracks of

**The Baltimore & Ohio Railroad Co.**

A. D. T. Private Watchman, Sprinkler

Storage—Distribution—Forwarding  
 Tobacco Inspection and Export—Low Insurance Rates  
 Consign Via Baltimore & Ohio Railroad

BALTIMORE, MD.

MEMBER: I.M.W.A.—M.D.F.W.A.—M.D.M.T.A.—H.N.C.C.—A.T.A.

**J. NORMAN GEIPE VAN LINES, INC.**

524-536 W. Lafayette Ave., Baltimore 17, Md.

See our advertisement on page 163—  
 1949 edition of D and W Directory

## BALTIMORE, MD.

### The Davidson Transfer & Storage Co.

Established 1896

Incorporated

H. A. Davidson  
Mgr. H.H.G. Division

6201 Pulaski Highway  
Tel.—Broadway 7900

**FACILITIES**—(1) 6301 Pulaski Hgwy. 26,000 sq. ft., fireproof, brick & steel; flr. load unlt.; priv. watchmen; shelt. plat., 10 trks. (2) 1019-21 & 1206 Ridgely St., 25,000 sq. ft., flr. load 200-400 lbs.

**SERVICE FEATURES**—Pool car distr.; container serv.; motor frgt. term. whse.; stge.; co. opr. cartage service; office, display & exhibit space; dom. & expt. packing; 405 trucks, tractors & trailers. Common carriers—H. H. G. and gen. com.

**ASSOCIATIONS**—Md. Furn. Whse. Assn., N.F.W.A., Md. Motor Truck Assn. Agents, United Van Lines.

## BOSTON, MASS.

Owned and Operated by Merchants Warehouse Co.

### CHARLES RIVER STORES

131 BEVERLY STREET—BOSTON 14, MASS.



Located within the city limits, adjacent to North Station. Brick-and-concrete buildings; 300,000 sq. ft. space, some sprinklered and heated. A. D. T. burglary alarm service, U. S. Customs and Internal Revenue bonded space. Boston & Main R. R. delivery.

## BOSTON, MASS.

### CLARK & REID CO., INC.

GEORGE F. MARTIN, President

BROOKLINE - BOSTON - CAMBRIDGE

Household and Merchandise Storage - Packing - Shipping



OFFICES  
188 Charles St., Boston  
5 Station St., Brookline  
380 Green St., Cambridge  
Mass. F.W.A., N.F.W.A.

## BOSTON, MASS.

Established 1896

PACKING

MOVING

D.W. DUNN CO.

STORING

SHIPPING

Member: MayWA-MassFWA-CanWA

3175 Washington St.

## BOSTON, MASS.

### FITZ WAREHOUSE CORPORATION

operating

ALBANY TERMINAL STORES

137 Kneeland Street, Boston 11

GENERAL MERCHANDISE STORAGE

B. & A. R.R. Delivery

## BOSTON, MASS.

### Hoosac Storage & Warehouse Company

Lechmere Square, East Cambridge 41, Boston

FREE AND BONDED STORAGE

A.D.T. Automatic Fire Alarm

Direct Track Connection B. & M. R. R.

Lechmere Warehouse, East Cambridge, Mass.

Hoosac Stores, Hoosac Docks, Charlestown, Mass.

Warren Bridge Warehouse, Charlestown, Mass.

## BOSTON, MASS.

W. A. KELSO  
Pres.

A. WALTER LARKIN  
Treas. & Mgr.

### J. L. KELSO COMPANY

Established 1894

General Merchandise Warehouses

UNION WHARF, BOSTON 13

Connecting all railroads via

Union Freight Railroad Co.

A.D.T. Service

Motor Truck Service

Member of Mass. W.A.

## BOSTON, MASS.

### STORAGE

Wool, Cotton and General Merchandise  
INDUSTRIAL SPACE FOR LEASE  
IN UNITS TO SUIT TENANTS



**LOCATION:** Near but outside congested part of city. Obviates costly trucking delays. Overland express call.

**STORAGE:** For all kinds of raw materials and manufactured goods in low insurance, modern warehouses.

**RAILROAD CONNECTIONS:** Boston & Maine R. R. sidings connecting all warehouses at Mystic Wharf. New York, New Haven & Hartford sidings at E St.

**DISTRIBUTION:** Complete service for manufacturers distribution whether from storage or pool cars. Trucking to all points in Metropolitan District.

**LEASING:** Space in units of 2,000 to 40,000 ft. on one floor for manufacturing or stock rooms at reasonable rentals on short or long term leases.

**DEEP WATER PIERS:** Excellent piers for cargoes of lumber and merchandise to be landed and stored in connecting warehouses.

### WIGGIN TERMINALS, INC.

Boston 29, Mass.

Tel. Charlestown 0880



AMERICAN WAREHOUSEMEN'S ASSOCIATION

## EASTHAMPTON, MASS.

### Lincoln Tidewater Terminals Co.

Pleasant St. Box 109, Easthampton, Mass.

209,000 feet of sprinkled and heated space

Joint Boston & Maine and NYNH&H RR service

Bulk — Transit — Distribution

Tel. Easthampton 109—Boston, Capitol 7-1446



## SPRINGFIELD, MASS.

Member of A.W.A.—M.W.A.

### ATLANTIC STATES WAREHOUSE AND COLD STORAGE CORPORATION

385 LIBERTY ST., SPRINGFIELD 1

General Merchandise and Household Goods Storage. Cold Storage for

Butter, Eggs, Poultry, Cheese, Meats and Citrus Fruits

B. & A. Sidings, and N. Y., N. H. & H. R. R. and B. & M. R. R.

Daily Trucking Service to suburbs and towns within a radius of fifty miles.

## SPRINGFIELD, MASS.

F. G. Mooney, Pres. J. G. Hyland, V-Pres.

### HARTFORD DESPATCH and WAREHOUSE CO., Inc.

214 BIRNIE AVENUE, SPRINGFIELD, MASS.

U. S. Bonded Warehouses . . . Pool Car Distribution . . . Household and Merchandise facilities . . . Private Siding . . . Our fleet covers Connecticut and Massachusetts daily. Warehouses at Bridgeport and Hartford, Conn.

Members: NFWA—AWA—ACW—AYL Agents

## SPRINGFIELD, MASS.

SINCE 1880

### HUCK'S TRANSFER, Inc.

General Offices 188 Liberty Street, Springfield 4

GENERAL MERCHANDISE STORAGE

DIRECT TRUCK DISTRIBUTION throughout

Connecticut, Massachusetts and Rhode Island

PRIVATE SIDING, main line New York Central Railroad

COMPLETELY EQUIPPED for all kinds of Rigging and Industrial Moving

U. S. BONDED CARRIER and WAREHOUSE OPERATIONS



## SPRINGFIELD, MASS.

Max Lyon, Pres.

### NELSON'S EXPRESS & WAREHOUSE CO., INC.

Merchandise Storage—Pool Car Distribution  
Fleet of Trucks for local delivery.

93 Broad St.  
Springfield, Mass.

Telephone  
6-8334—6-8335

## SPRINGFIELD, MASS.

General Cold Storage

### Pioneer Valley Refrigerated Warehouse, Inc.

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Brightwood Station

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Fort and Tenth Streets, Detroit 16, Mich.

More than one engineer and traffic manager has felt that purchasing agents have been wont to have too much authority in matters which are not merely production but largely distribution. Too often, the purchasing agent thinks in terms of orders and not enough in terms of handling-packing-packaging-transportation systems, and others in management have been unable to have much say. Look for a significant and timely article in the May issue on what is cooking in this field, among important companies.

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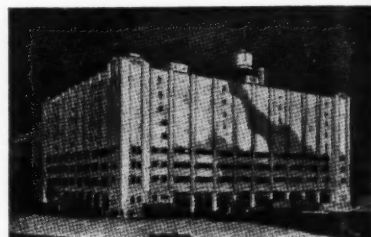


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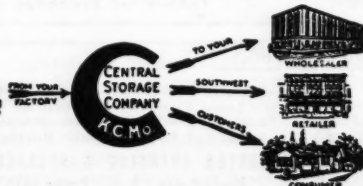
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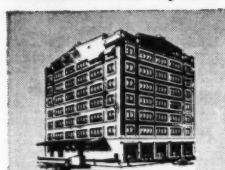


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Low Insurance Rates

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Secretary of Commerce Sawyer has been busily engaged in  
many things of significance today, not the least being an  
article on distribution and its importance today. We hope to  
present this significant and frank article in the May issue  
of Distribution Age.



and Firms are Arranged Alphabetically

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Our buildings are clean, both Fire and Non-Fireproof, located on the lines of the C. B. & Q., Mo. Pacific and Union Pacific with all other lines entering either city, absorbing switching.  
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*Merchandise and Household Goods*  
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"Crating Furniture Our Specialty"  
General Merchandise Storage and Distribution. Household Goods, Storage, Cold Storage, Unexcelled Facilities. Pool Car Distribution  
Direct R. R. Siding, Boston & Maine R. R.

H. T. Griswold, legal expert with a leading sugar house, will cover the technical aspects of rules of evidence, the admissibility of evidence and other questions in connection with cases involving shippers' load and count, in the May issue of Distribution Age.

## IS THE TRUMAN?

(Continued from page 64)

report indicated that carriers and users, with the exception of the airlines, favor a single regulatory agency. Sentiment was evenly divided on the question of whether that agency should be the Interstate Commerce Commission.

The Hoover Commission, reporting in March, 1949, recommended that certain executive or non-regulatory functions of the Maritime Commission, the ICC and the CAB be transferred to the Department of Commerce, but that otherwise the regulatory agencies remain as they had been.

President Truman's proposals for the Maritime Commission were partly based on recommendations of the Hoover Commission. Lastly came the Sawyer report, which side-stepped definite recommendations on government transportation administration but indicated areas of study and urged the need for a closer coordination of Federal promotional activities under the control of one agency. That

agency would be a part of the Department of Commerce.

From time to time, also, we have heard sentiment in favor of establishing a Federal Department of Transportation. This is typified by the recent report of the Brookings Institution. In the meantime, an over-all transportation study has been launched by the Senate Committee on Interstate and Foreign Commerce.

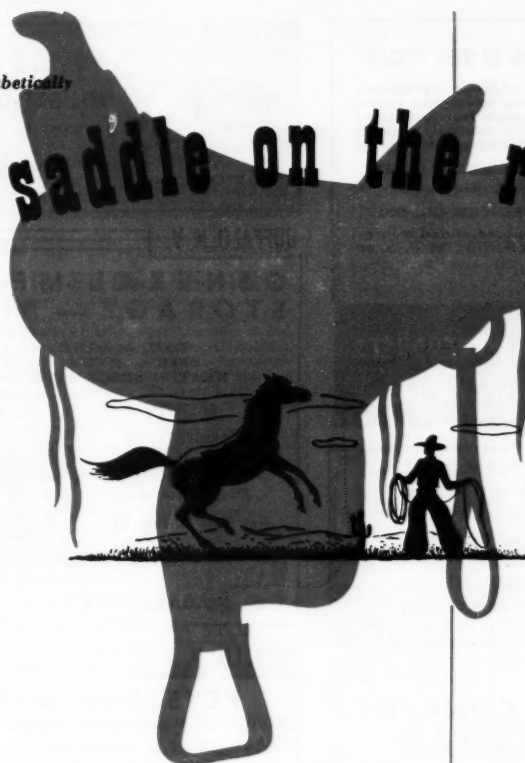
In addition, the Transportation Association of America has been actively engaged in a study of what should be done to improve the general transportation situation, and early in February of this year the Chamber of Commerce of the United States conducted a National Transportation Conference open, by invitation only, to about 100 of the transportation men of the country, over half of them users. This group thoroughly canvassed the situation, and its deliberations may result in recommendations by the Chamber.

There are indications that Congress may question the President's suggestions and that they will not automatically go into effect 60 days from the date President Truman submitted them, as would be the case if there were no opposition from Congress.

But whatever may happen, shippers, investors and carriers are unanimous in their demand for one thing: the sort of transport administration in this country that will build up the best possible transportation system. They demand an approach which will mean that the administrators of policy are more interested in a better system than in better highways, better air transportation, better waterways, and better railroads individually. They demand an administrative approach that will not give with one hand and take away with the other; one that will not act to control a "monopoly" and at the same time act to "preserve competition"; one that will improve national security; one that will not stifle managerial initiative.

and Firms are Arranged Alphabetically

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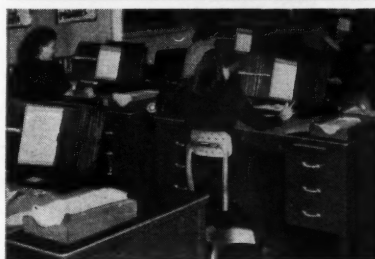
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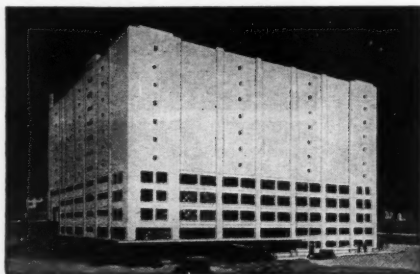
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**Fireproof Storage Warehouse**

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FLEET OF MOTOR TRUCKS FOR DISTRIBUTION OF ALL KINDS, POOL CAR DISTRIBUTION OF MERCHANDISE  
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MODERN BUILDINGS — PRIVATE SIDING

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Pool cars distributed. Our warehouses, brick and steel construction,  
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ESTABLISHED 1911

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**FIREPROOF WAREHOUSES**  
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INC. 1902

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INC. 1906

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Merchandise Storage, Household Goods, Transferring,  
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Complete Warehousing Service for Storage and  
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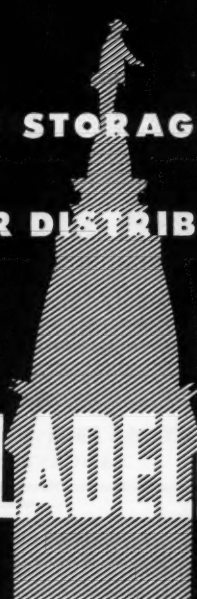


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Investigate the great convenience, the unique facilities and services, of the 13 big, modern "Terminal" warehouses in Philadelphia. Over 3,000,000 square feet of storage space.

Careful, competent personnel, using modern equipment, handle your bulk or packaged products speedily and safely. There are facilities for the safe moving and storage of household effects. U. S. Customs bonded space. Connections with Pennsylvania and Reading Railroads; low switching rates to and from nearby Delaware River piers. Storage-in-transit privileges on most imports; efficient pool car department. Fleet of modern trucks assures fast store-door delivery in the Philadelphia trading area... next-morning delivery within 100 miles.

Write or wire us today for full information on the savings of time and money we offer you for your operations in the Philadelphia metropolitan area.



Member: A.W.A., N.F.W.A., Pa.F.W.A. and Pa.W.A.

## TERMINAL WAREHOUSE COMPANY

81 FAIRMOUNT AVE. • PHILADELPHIA 23, PA.

NEW YORK 4 • 2 Broadway, Phone: Bowling Green 9-0986

SAN FRANCISCO 7 • 625 Third St. ... Phone: Sutter 3461

CHICAGO 11 • 251 E. Grand Ave., Phone: Superior 7180

Represented by DISTRIBUTION SERVICE, Inc.

An Association of Good Warehouses Located at Strategic Distribution Centers

**"PENNSYLVANIA"**

**KEYSTONE OF YOUR  
PHILADELPHIA DISTRIBUTION**

The 22 big, modern warehouses of the "Pennsylvania" group offer you real efficiency, speed, and economy in your Philadelphia operations. More than 1,000,000 sq. ft. of free and bonded storage space; low-cost insurance.

Careful, experienced workmen. Modern equipment is specialized to handle even difficult commodities safely. Excellent rail and highway facilities. One- to 10-ton trucks for fast store-door delivery. Write for full information about the money-saving convenience of "Pennsylvania" service, for temporary or lengthy storage, any quantities.

Representatives: Geo. W. Perkins, 82 Beaver St., New York 5; J. W. Terreforte, 250 Park Ave., New York 17; Henry H. Becker, 53 W. Jackson Blvd., Chicago 4.



**PENNSYLVANIA**  
WAREHOUSING & SAFE DEPOSIT COMPANY  
303 Chestnut Street, Philadelphia 6

### PHILADELPHIA, PA.

#### Fidelity Storage and Warehouse Company

General Offices—1811 Market St., Phila. 3

Agent for Allied Van Lines, Inc.

Bus type vans for speedy delivery anywhere. We distribute pool cars of household goods. Prompt remittance.

Assoc. N. F. W. A., Can. W. A., P. F. W. A.



### PHILADELPHIA, PA.

Established 1863

#### Gallagher's Warehouses, Inc.

708 South Delaware Avenue, Philadelphia 47

Merchandise Storage

Direct Sidings-Penna. RR. and Reading RR.

Pool Car Distribution

represented by Associated Warehousemen, Inc.

New York (17)

82 Vanderbilt Ave.

Murrayhill 9-7643

Deliveries

City and Suburban

Chicago (6)

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Randolph 4433

### PITTSBURGH, PA.

#### DUQUESNE WAREHOUSE CO.

Office: Duquesne Way and Barbeau St.

Pittsburgh 22

Merchandise Storage & Distribution

Members A. W. A.

### PITTSBURGH, PA.

#### ED WERNER TRANSFER & STORAGE COMPANY

1917-19 Brownsville Road

Pittsburgh, Penna.

Storage, Packing and Shipping

Member of National Furniture Warehousemen's Ass'n.

Agent of Allied Van Lines, Inc.



and Firms are Arranged Alphabetically

## PITTSBURGH, PA.

**Thomas White** Owner and Manager

2525 Railroad Street, PITTSBURGH 22

**[In the Heart of Pittsburgh's  
Jobbing District]**

STORAGE IN TRANSIT - B. & O. SIDING  
COMPLETE TRUCKING FACILITIES  
A. D. T. PROTECTION

**WHITE** Terminal Company  
2525 Railroad Street

Also Operators of  
**WHITE MOTOR EXPRESS CO.**  
Established 1918

## SCRANTON, PA.

**R. F. POST DRAYMAN  
AND POST STORAGE, INC.**

LOCAL & LONG DISTANCE MOVING  
MANUFACTURERS' DISTRIBUTORS  
HEAVY HAULING & RIGGING  
HOUSEHOLD GOODS STORAGE  
PACKING, CRATING, SHIPPING

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100 W. POPLAR STREET, SCRANTON 3  
COMPLETE WAREHOUSING AND POOL CAR  
DISTRIBUTION

D. L. & W. and N. Y. O. & W. Sidings

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**WILKES-BARRE STORAGE CO.**

General Storage  
and Distribution

Prompt and Efficient Service

12 Car Track Located on Lehigh Valley RR. Switches  
Storage-in-Transit and Pool Cars  
19 New Bennett St. Wilkes-Barre, Pa.

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## WILLIAMSPORT, PA.

**STORAGE IN TRANSIT AND DISTRIBUTION**

Closer in Miles and Minutes to the Greatest U. S. Market—Write,  
Wire, Phone for Quotation

**Better Sales Minded Service For Your Product**

**WILLIAMSPORT STORAGE CO.**

Office 460 Market Street NFWA AWI PWA Williamsport 10, Pa. Dial 2-4791  
Greyvan Agent Established 1921

## PROVIDENCE, R. I.

**LANG STORAGE & TRANSFER, Inc.**

389 Charles St. Providence, R. I.

General Merchandise Storage and Pool Car Distribution

Intrastate and Interstate Common Carrier

70,000 sq. ft. of modern fireproof

warehouse space serviced with up-to-date truck

and materials handling equipment

Complete ADT burglar and fire alarm protection

Auditing of freight bills is generally considered a rather routine problem by many traffic managers. Actually, serious questions are involved: Is it wise to audit outside, thus disclosing company business? What are the pros and cons of inside auditing? Milton Goldstein, general traffic manager of Serutan, will offer a comprehensive study of this problem in the May issue of Distribution Age.

## CHARLESTON, S.C.

**Merchandise and Household Goods  
STORAGE and DISTRIBUTION**

Modern Concrete Warehouse. 100,000 Square Feet of Storage Space.  
Private Tracks Connecting with All Railroad and Steamship Lines.  
Motor Truck Service. Low Insurance Rates.

**CHARLESTON WAREHOUSE  
AND FORWARDING CORPORATION**

16 HASELL ST., CHARLESTON, S. C.  
Telephone 2-2918

Member of C.C.U., I.W., I.M.W.B., A.

## COLUMBIA, S. C.

Distribution Center of South Carolina

MEMBER

**CAROLINA BONDED STORAGE CO.**

Est. 1928

MEMBER



General merchandise and household  
goods storage.



Pool Car Distribution. Private rail sid-  
ings. Sprinkler equipped warehouse.

## MEMPHIS, TENN.

S. S. DENT, Manager

**General Warehouse Co.**

676 Florida St., Memphis 3

"Good housekeeping, accurate records,  
Personal Service"

Located in the center of the Jobbing &  
Wholesale District

Sprinklered  
Private R.R. siding

Low Insurance  
Perfect service



## MEMPHIS, TENN.

**COMPLETE WAREHOUSE FACILITIES**

for the proper Storage  
and Distribution of your  
Merchandise in the Memphis trade area.

**POOL CAR DISTRIBUTION**

We invite your Inquiries

CHICAGO OFFICE, 53 W. Jackson Blvd.  
NEW YORK OFFICE, 250 Park Avenue

**MIDWEST TERMINAL WAREHOUSE CO.**

61 West Georgia Avenue, Memphis 5, Tenn.

Owned and Operated by the ST. LOUIS TERMINAL WAREHOUSE CO., ST. LOUIS, MO.



## MEMPHIS, TENN.

Benton T. Grilla, Sec'y & Mgr.

**NICKEY WAREHOUSES, INC.**

"Memphis Most Modern Warehouses"

285-305 West Trigg Ave., Memphis 2

**Merchandise Storage & Pool Car Distribution**

Local Delivery Service

A.D.T. Burglar and Sprinkler Supervisory Service. Illinois Central,  
Frisco & Mo. Pac. Private rail siding 9 car spot.

## MEMPHIS, TENN.

W. H. DEARING, President

**POSTON WAREHOUSES, INC.**

ESTABLISHED 1894

671 to 679 South Main St., Memphis 2

Insurance Rate \$1.20 per \$1,000 per Annum Distribution a Specialty  
Merchandise storage, dependable service, free switching. Local cartage  
delivery. Illinois Central and Cotton Belt Railway tracks. Automatic  
sprinkler. A.D.T. watchmen.

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**UNITED WAREHOUSE & TERMINAL CORP.** S. A. Godman, G.M.  
Warehouse No. 1 Warehouse No. 2  
137 E. Calhoun Ave. 138-40 St. Paul Ave.  
MEMPHIS, TENNESSEE

Storage (Mdse.)—Pool Car Distribution—Local delivery service—Office Space. In the heart of the wholesale district and convenient to Rail, Truck and Express terminals. Eight car railroad siding—(N.C.&ST.L. and L.&N.)—Reciprocal switching A.D.T. Service. Represented by Distribution Service, Inc. Member of A.W.A. and M.W.A.

## NASHVILLE, TENN.

Reliable Service Since 1903

## BOND, CHADWELL CO.

MERCHANDISE WAREHOUSING

Distribution and Trucking

Heavy Machinery Moving

Household Goods Storage and Moving

When Needing Merchandise Storage in Nashville Call New York Office PLaza 3-1234, Chicago Office HARRISON 7-3688 or Nashville 5-2738.

Members of

American Chain of Warehouses - American Warehousemen's Association - Allied Van Lines, Inc. - National Furniture Warehousemen's Association

## NASHVILLE, TENN.

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## Central Van & Storage Co.

MERCANTILE AND HOUSEHOLD STORAGE  
WAREHOUSE STOCK and POOL CAR DISTRIBUTION

Automatic Sprinkler System—Centrally Located

## NASHVILLE, TENN.

## Nashville Warehousing Co.

P.O. Box 555, Nashville 2

GENERAL STORAGE  
POOL CAR DISTRIBUTION

FREE SWITCHING—CITY TRUCKING

## AMARILLO, TEXAS

WM. C. BOYCE

J. A. RUSH

## ARMSTRONG TRANSFER & STORAGE CO., INC.

103 SOUTH PIERCE STREET

Merchandise Storage & Distribution  
Household Goods Storage, Moving & Packing  
Long Distance Operators

Member: A.W.A.—A.C.W.—N.F.W.A.—S.W.T.A.—T.M.T.

Agents—Allied Van Lines

## BEAUMONT, TEXAS

## TEXAS STORAGE COMPANY

656 NECHES STREET

BEAUMONT, TEXAS

Merchandise and Household Goods  
Warehouse, Concrete Construction  
30,000 Sq. Ft. Distribution of Pool Cars  
Transfer Household Goods

Agent for A.V.L. Member of N.F.W.A.—S.W.T.A.

## CORPUS CHRISTI, TEXAS

## CORPUS CHRISTI WAREHOUSE AND STORAGE COMPANY

Located at PORT SITE  
adjacent to docks NAVIGATION DISTRICT No. 1

Storage

Distribution

Drayage

MERCHANDISE EXCLUSIVELY

150,000 Sq. Ft. Sprinklered Low Insurance Rates  
Member: S.W. & T.A.—A.W.I.—A.C.W.

## DALLAS, TEXAS

THE BIG WHEEL IN THE SOUTHWEST  
since 1875

Gus K. Weathered, Pres. C. E. Bradley, Vice-Pres.

Modern Fireproof Construction—Office Displays,  
Manufacturers, and Warehouse Space.

MEMBERS: A.W.A., N.F.W.A., American  
Chain of Warehouses, Southwest Warehouse  
& Transfermen's Assn., Rotary Club.

Operating Lone Star Package Car Co. (Dallas-Ft. Worth  
Div.), H. & N. T. Motor Freight Line. Allied Van Lines,  
Inc., Agent.

**Dallas Transfer**  
**TERMINAL WAREHOUSE CO.**  
2ND UNIT SANTA FE BUILDING

## DALLAS, TEXAS

## INTERSTATE - TRINITY WAREHOUSE COMPANY

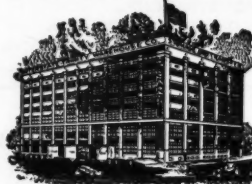
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Merchandise Storage and  
Distribution

Household Goods Storage  
Moving & Packing

Long Distance Hauling

R. E. ABERNATHY, Pres.  
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ALLIED DISTRIBUTION INC.

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PE 4-6967

## DALLAS, TEXAS

Pool Car Distribution Specialists

also Warehousing and Industrial Hauling.

Terminals Centrally Located in both Dallas and Fort Worth

General Office—204 No. Good St. 1, Dallas, Texas

Phone Riverside 1734

Gen. W. J. Williamson, Pres.

A. G. Donovan, Gen. Mgr.

R. B. Williamson, Secty. and Treas.

TEXAS EXPRESS COMPANY

## EL PASO, TEXAS

"Bankers of Merchandise" "Service With Security"

## International Warehouse Co., Inc.

1601 Magoffin Ave. Inc. in 1920 El Paso, Texas

Lowest Content Insurance Rate

Fireproof Storage of Household Goods, Autos & Merchandise. State and Customs Bonded. Private Trackage—T. & P. and So. Pac. Rys. Pool Car Distribution—Motor Truck Service.

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## FORT WORTH, TEXAS

In Fort Worth It's Binyon-O'Keefe

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Our modern Centrally located warehouse is completely equipped to serve you with over 200,000 sq. ft. of merchandise and household storage space.

MOVING—STORAGE—PACKING—SHIPPING

Since 1875 **BINYON-O'KEEFE** Since 1875  
**STORAGE CO.**

800 Calhoun St., Fort Worth 1  
Associated with Distribution Service, Inc.



## HOUSTON, TEXAS

Member of A. W. A. — S. W. & T. A.

## BUFFALO WAREHOUSE COMPANY

No. 1 MAIN STREET

HOUSTON 2, TEXAS

Located in the heart of the jobbing district

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION

Lowest Insurance Rates

Automatic Sprinkler

Watchman





and Firms are Arranged Alphabetically

## HOUSTON, TEXAS

New Location—Improved Facilities

### BETTER WAREHOUSING IN HOUSTON

Our new warehouse is 800 feet long by 250 feet wide with car spot on the Mo. Pac. R. R. for 20 cars at one time. Plenty of truck dock space with wide area to maneuver trucks and trailers.

This modern one-story property with high ceilings and unlimited floor load capacity is fully equipped with modern materials handling apparatus.

### HOUSTON CENTRAL WAREHOUSE AND COLD STORAGE CO.

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29 S. MORGAN AVE.  
WA 5-3167

ALLIED DISTRIBUTION INC.  
NEW YORK 19  
11 WEST 43RD ST.  
PL 6-9747

Houston 1, Texas

## HOUSTON, TEXAS

### Houston Terminal Warehouse & Cold Storage Company

701 No. SAN JACINTO ST., HOUSTON 2

General Storage Cold Storage U. S. Customs Bonded

A. D. T. Service Pool Car Distribution

Office Space Display Space Parking Space

Lowest Insurance Rate

New York Representative

Phone PLaza 3-1235

Chicago Representative

Phone Harrison 3688

## HOUSTON, TEXAS

### PATRICK TRANSFER & STORAGE CO.

1117 VINE STREET, HOUSTON 2

Merchandise and Household Goods Storage

Pool Car Distribution

Sprinklered—A.D.T. Watchmen

Shipside and Uptown Warehouses

Operators—Houston Division

Lone Star Package Car Co.

Member of N.F.W.A.—State and Local Assn's.

## HOUSTON, TEXAS

W. E. FAIN, FOUNDER

W. T. FAIN, MANAGER

### TEXAS WAREHOUSE COMPANY

Established 1901

Forty-Nine Years

Under Same Continuous Management

MERCHANDISE EXCLUSIVELY

Pool Car Distribution

Sprinklered Throughout

A.D.W. Supervised Service

## HOUSTON, TEXAS

### UNION Transfer & Storage Co.

1113 Vine St. P.O. Box 305, Houston 1

Forwarding and Distributing

MERCHANDISE STORAGE

Warehouses Sprinklered Throughout

Supervised by A. D. T. Service.

SERVICE THAT COUNTS

## HOUSTON, TEXAS

### UNIVERSAL TERMINAL WAREHOUSE CO.

1002-1008 Washington Ave., Houston

Merchandise Storage—Pool Car Distribution—Drayage Service

A.D.T. Central Station Automatic Supervisory

Sprinkler, Waterflow, and Fire Alarm Service

Watchmen, U. S. Customs Bonded, Office Space

Represented in all principal cities by

UNIVERSAL CARLOADING & DISTRIBUTING COMPANY

Division of

UNITED STATES FREIGHT CO.

Members State and Local Associations

## HOUSTON, TEXAS

BENJ. S. HURWITZ, Pres.

### WESTHEIMER Transfer and Storage Co., Inc.

2205 McKinney Ave., Houston 1

Since 1883

Merchandise & Household Goods Storage—Pool Car Distribution—

Lift Van Service—20 car lengths of truckage.

Fireproof Warehouses—A.D.T. Automatic Fire and Burglary Protection

Agents for Allied Van Lines, Inc.

Members N.F.W.A.  
State and Local Assn.

## SAN ANTONIO, TEXAS

### Gillis-Hood Terminal Warehouses, Inc.

(Formerly Muagge-Jenull Warehouse Co.)

1432-34 So. Alamo St., San Antonio 7

P. O. BOX 4415, STA. A

Merchandise Storage and Distribution

Private Siding. Free Switching

Member of SWA

## SAN ANTONIO, TEXAS

Merchandise

### MERCHANTS TRANSFER & STORAGE CO.

Household Goods

Merchants & Transfer Sts., San Antonio 6

Complete Storage and Distribution Service

Over 50 years of satisfactory service

Member of A.W.A.—N.F.W.A.—S.W.A.

## SAN ANTONIO, TEXAS

Agent for Allied Van Lines, Inc.

### Scobey Fireproof Storage Co.

Municipal Airport, San Antonio

HOUSEHOLD — MER-

CHANDISE — COLD

STORAGE — CARTAGE

DISTRIBUTION

INSURANCE RATE - - - 10c

Member of 4 Leading Associations



## SAN ANTONIO, TEXAS

### Security Bonded Warehousing Co.

301 North Medina St.

San Antonio 7

P. O. BOX 4415, STA. A

Merchandise Storage and Distribution

Private Siding—Free Switching

Member of SWA—SAMC

## SAN ANTONIO, TEXAS

MEMBER



### SOUTHERN TRANSFER & STORAGE CO.

P. O. BOX 4097, STA. A, SAN ANTONIO 7

Specialists in Merchandise Distribution

FIREPROOF CONSTRUCTION

BONDED STORAGE

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WA 5-3167

ALLIED DISTRIBUTION INC.

NEW YORK 19

11 WEST 43RD ST.

PL 6-9747

## TYLER, TEXAS

IRA P. HILDEBRAND, Owner & Manager

### HILDEBRAND WAREHOUSE COMPANY

Bonded under the Laws of Texas

General Storage and Distribution from the Center of

East Texas. Specializing in Pool Car Distribution

and Merchandise Warehousing

## WICHITA FALLS, TEXAS

### POOL CAR DISTRIBUTION

Since 1920

### TARRY WAREHOUSE & STORAGE CO.

Wichita Falls, Texas

Members: SWA—NFWA—AVL

## OGDEN, UTAH

MEMBER OF A.W.A.

### WESTERN GATEWAY STORAGE CO.

GENERAL WAREHOUSING

POOL CAR DISTRIBUTION

MERCHANDISE AND COLD STORAGE

## SALT LAKE CITY, UTAH

### CENTRAL WAREHOUSE

520 West 2nd South St., Salt Lake City 1

Fireproof

Sprinklered

Merchandise Storage

Pool Car Distribution

Office Facilities

Member A. W. A.



## AUDITING

(Continued from page 43)

and undercharges have been experienced, so that they may be surcharged if the fault was theirs, and in order that their cooperation may be enlisted in eradicating the causes of claims.

8. Transportation charges may be assessed against vendors in cases where they should have prepaid shipments upon which charges are collected from the consignee.

9. Interest charges, when due, are included in the claim settlements made by the carriers, and that discounts or allowances, not properly due, are not deducted by the carriers.

10. Claim payments are correctly identified with the transactions and are credited to the proper accounts, and that unpaid claims are properly charged to accounts-receivable records.

11. Claims which are declined

or upon which settlements are considered unsatisfactory, are being referred to the proper departments and are reaching the law department in time for litigation (within the period permitted by the applicable statute of limitations).

12. Undercharges are called to the attention of the carriers, so that balance-due bills may be rendered and paid, and the causes of chronic undercharges corrected.

### Records and Auditing

The auditing task force's functions with respect to records have been mentioned collaterally as they apply to shipping, receiving, plant transportation, rates and charges, and claims. Broadly, the mission of the auditors is to see that adequate records identifying and associating every transportation and traffic operation are set

*For Shippers' Convenience, States, Cities*

up, used, and properly associated, so that each shipment can be traced in every department concerned with it. It must also be seen that these records do not duplicate each other.

An examination of the many aspects of traffic and transportation work which mesh with other departments' functions and responsibilities indicates how important it is that these contacts be kept in proper functioning condition, and that the procedures, practices and records of all departments concerned be audited by competent and impersonal auditors to insure proper functioning or to call attention to conditions which impede it. It is not the function of the audit to correct inefficient practices or procedures, but to reveal them when they exist. The department or departments responsible for the functions are then able to proceed more effectively to improve the practices and procedures and to reduce the costs from an overall management standpoint.

### SALT LAKE CITY, UTAH

#### Merchandise Storage and Distribution

Over 1,000,000 cubic feet reinforced Concrete Sprinklered Space

Insurance Rate 11 Cents

**CORNWALL WAREHOUSE CO.**

353 W. 2d South St., Salt Lake City 1

Represented by { **ALLIED DISTRIBUTION, INC., and**  
**DISTRIBUTION SERVICE, INC.**  
New York-Chicago-San Francisco

### SALT LAKE CITY, UTAH

Merchandise Storage—Pool Car Distribution



#### KEYSER MOVING AND STORAGE CO

328 West 2nd South, Salt Lake City 1

Established 1910

72,000 sq. ft. space. Reinforced concrete and brick. Central location. Systematic delivery service. A. D. T automatic burglar and fire protection. Office and desk space. Member-AWA-UVL-UWA-AWI



### SALT LAKE CITY, UTAH

"Serving the Intermountain West"

#### SECURITY STORAGE & COMMISSION CO. Inc.

230 So. 4th West St., Salt Lake City (1)

Warehousing-Distribution service since 1906

Represented by American Chain of Warehouses

New York (17)



Chicago (4)

250 Park Avenue

53 W. Jackson Blvd.

Member of American Warehousemen's Association

### NORFOLK, VA.

Household • Automobile Storage • Merchandise

#### NEW-BELL STORAGE CORPORATION

22nd St. & Monticello Ave.

NORFOLK 10, VIRGINIA

MODERN SPRINKLER EQUIPPED WAREHOUSE

50,000 SQUARE FEET PRIVATE RAIL SIDING

Lowest Insurance Rate in Norfolk. Pool Car Distribution

WE SPECIALIZE IN MERCHANDISE STORAGE

AND DISTRIBUTION

AGENTS AERO MAYFLOWER TRANSIT COMPANY

Member M.W.A. & A.T.A.



### NORFOLK, VA.

#### STORE and DISTRIBUTE IN THE PROSPEROUS TIDEWATER AREA THRU PRUDENTIAL

HOUSEHOLD GOODS MOVED, PACKED, SHIPPED  
POOL CAR TRANSFER TRUCKING SERVICE  
LARGE FIREPROOF WAREHOUSE  
OPEN YARD STORAGE AVAILABLE  
LOCATED ON N. & W. SIDING

#### PRUDENTIAL STORAGE and VAN CORPORATION

Billings St. at N. & W. Ry.

P. O. Drawer 1859 — Telephone 22481 or 54008

Regulation by the Interstate Commerce Committee of Household Goods Carriers' activities is taking more definite form, and contrasts noticeably with that accorded other carriers of property. Be sure to read the article by Robert Odell in the May issue of Distribution Age.

### NORFOLK, VA.

Fine Warehousing Since 1914

#### Security Storage and Van Co.

500-530 FRONT STREET

COLLECTIONS • POOL CARS • DISTRIBUTION  
MOTOR VAN AND LIFT VAN SERVICE  
Member—Nat'l. F.W.A.—Allied Van Lines

and Firms are Arranged Alphabetically

**NORFOLK, VA.**

Established 1892

## **SOUTHGATE STORAGE COMPANY**

239 Tazewell St., Norfolk 10



MEMBER:  
A.W.A.  
S.W.A.  
U.S.C. of C.

For economical storage and distribution you will want to know more about our individualized services. Our fireproof warehouses are in the Southgate Terminal, on the waterfront and in the center of Norfolk's wholesale district. Served by all rail, water and motor lines.

Write for Booklet—"7 POINT DISTRIBUTION"

**RICHMOND, VA.**

72 Years of Uninterrupted and Expert Service

## **BROOKS TRANSFER AND STORAGE CO., Inc.** 1224 W. Broad Street, Richmond 3, Va.

Three Fireproof Storage Warehouses—810,000 Cubic Feet Storage Space—Automatic Sprinkler System—Low Insurance Rates—Careful Attention to Storage—Packing and Shipping of Household Goods—Private Railroad Siding—Pool Car Distribution—Motor Van Service to All States—Freight Truck Line. Member of N. F. W. A. — A. W. A.

Agents: United Van Lines, Inc. serving 48 States and Canada.

**RICHMOND, VA.**

Established 1908

## **VIRGINIA BONDED WAREHOUSE CORPORATION**

1709 E. CARY ST., RICHMOND 3, VA.



160,000 SQ. FT.  
SPACE  
BUILDINGS  
SPRINKLERED

**U. S. BONDED  
& PUBLIC  
WAREHOUSES  
MERCHANDISE  
STORAGE &  
DISTRIBUTION**

INSURANCE  
RATES  
20c PER \$100  
PER YEAR



**ROANOKE, VA.**

## **H. L. LAWSON & SON**

**Finance and Storage  
Pool Car Distributors  
General Merchandise Storage  
631 EAST CAMPBELL AVE.  
ROANOKE 7, VIRGINIA**



Represented by Associated Warehouses, Inc., Chicago and New York

**ROANOKE, VA.**

## **ROANOKE PUBLIC WAREHOUSE**

369 W. Salem Ave., W., Roanoke 5

Capacity 500 Cars

Private Railroad Siding



Automatic Sprinkler

Accurate Accounting

We make a specialty of Storage and Pool Car Distribution for Agents, Brokers and General Merchandise Houses. Member of American Chain of Warehouses

**SEATTLE, WASH.**

## **EYRES TRANSFER & WAREHOUSE CO.**

2203 First Ave., So., Seattle 4

Cartage

Distribution

Storage

Highest financial rating; new fireproof, A.D.T. sprinklered buildings; lowest insurance rate (10.2c); modern equipment.

**SEATTLE, WASH.**

## **LLOYD**

**Transfer & Storage Co., Inc.**  
**POOL CAR DISTRIBUTION**  
MACHINERY MOVING, RIGGING AND HAULING  
U. S. Custom Bonded

2400 Occidental Avenue

Seattle 4, Washington

**SEATTLE, WASH.**

J. R. GOODFELLOW, Pres.

## **OLYMPIC WAREHOUSE & COLD STORAGE CO.**

**MERCHANDISE STORAGE & DISTRIBUTION**  
1203 Western Avenue Seattle 1, Wash.  
Cold Storage—Dry Storage—Rentals—Pool Car Distribution—Office Rentals  
Fireproof, brick const.; Sprinkler system; Insurance rate: 12.8c. Siding  
connects with all rail lines.  
Bonded U. S. Customs: State License No. 2  
Member of A.W.A. (C.S.) Wash. State Whsmns. Assn.

## **CHECKING BY INTER-COM**

(Continued from page 26)

into their present functions. One of the operators was so anxious to do right by the system that he built a raised, glass-enclosed, control tower to house the master station. Under certain circumstances, such a tower adds slightly to over-all unloading and handling efficiency; however, this set-up can be dispensed with by medium and small outfits, without loss of efficiency. As to the larger ones, an auxiliary and simple intercom hook-up between a few offices will usually provide that extra control over handling equipment and working force.

Upkeep of the system consists

of the occasional replacement of a tube or another minor part. Yet, in view of the desire of sellers of the equipment to earn customer satisfaction, it is interesting to note that users find the distributors' engineers and technicians solicitous about the functioning of the equipment.

The technician can adjust the equipment to give just the loudness or softness required by checkers or platform men. The carrier executive should keep in mind that efficient use of this equipment does not depend on loudness. Engineers will tell him that clarity and penetration of

the sound, without distortion, are more important. Easy conversational tones will be clearly understood, thus barring misunderstandings or repeat calls.

The trucking industry is one of the most competitive in the world, plagued as it is with marginal operators, many of whom own but a few vehicles. The larger operators, who have had to pare rates to survive, need just such an advantage as a simple, permanent intercom installation to help provide a comfortable earnings margin. There are several thousand terminals across the country using more than one checker, with about one quarter working more than one shift per day. The savings potential here is great indeed.



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House No. 2  
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Private Siding—Chicago & North Western Ry. 3rd Ward District

## CASES

(Continued from page 56)

decision is that even though an employee is performing acts for his own purpose or pleasure when the injury is sustained, if he also benefited his employer he is within the scope of the employment and is entitled to compensation for an injury.

For example, in *Bradley v. Danzie Pharmacy*, 69 Atl. (2d) 36, N. J., testimony showed that on rare occasions an employer directed his bookkeeper to pick up and deliver packages. One day the employer asked the employee to pick up some merchandise at Lee's

Drug Store. The employee went to Lee's after work and was seriously injured on the way.


The employer contended that the employee was not entitled to receive compensation under the State Workmen's Compensation Act because the injuries did not "arise out of and in the course of the employment."

The higher court refused to agree with this contention, and held the employee entitled to receive compensation.

YOU CAN'T invalidate a certificate issued by a Commission to a competitive carrier if the testimony shows that you lacked necessary equipment to adequately serve the public.

For example, in *English v. Railroad Commission of Texas*, 219 S. W. (2d) 481, Texas, the service being rendered by existing carriers was inadequate. One Burr applied for a certificate authorizing him to transport household goods and used office furniture in a specified area. The Commission issued the certificate and the English Transfer and Storage Co., Powell Transfer and Storage Co., and Texas Storage Co. protested issuance of the certificate.

The higher court upheld the Commission and said: "It is the lack of equipment located in these towns that causes the service rendered by existing carriers to be inadequate."



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# INDEX TO GENERAL ADVERTISERS

Public warehouse advertisements start on page 58 and are arranged  
alphabetically by states, cities and firms

<b>A</b>		<b>M</b>	
Air Express Div. of Railway Express Agency .....	31	Mack Manufacturing Corp.....Third Cover	
American District Telegraph Co. ....	45	Milwaukee Board of Harbor Commissioners .....	47
American Engineering Company .....	8	Mobilift Corporation .....	Back Cover
Automatic Transportation Co. ....	9		
<b>B</b>		<b>N</b>	
Baker-Raulang Company .....	1	Northwest Airlines, Inc. ....	43
<b>C</b>		<b>P</b>	
Central Paper Company .....	90	Penco Engineering Co. ....	44
Clark Industrial Truck Co., Div. Clark Equipment Co. ....	33	Port of Los Angeles .....	46
<b>D</b>		<b>R</b>	
Daniels, Incorporated, C. R. ....	44	Rathborne, Hair & Ridgway Box Co... 37	
Darnell Corporation, Ltd. ....	41		
Delta Air Lines, Incorporated .....	29	<b>S</b>	
<b>E</b>		Silent Hoist & Crane Co. ....	45
Eaton Manufacturing Co. ....	17	Stevens Appliance Truck Co. ....	46
<b>F</b>		Stonhard Company .....	90
Fruehauf Trailer Company .....	6	<b>T</b>	
Fulton Bag & Cotton Mills .....	43	Towmotor Corporation .....	Second Cover
<b>G</b>		<b>U</b>	
Gerstenslager Company .....	39	Union Pacific Railroad .....	5
<b>H</b>		United Air Lines .....	2
Hyster Company .....	18	United Van Lines, Inc. ....	35
<b>I</b>		<b>Y</b>	
International Harvester Co. ....	10	Yale & Towne Manufacturing Co..... 4	
<b>Ironbound Box &amp; Lumber Co. ....</b>		<b>47</b>	



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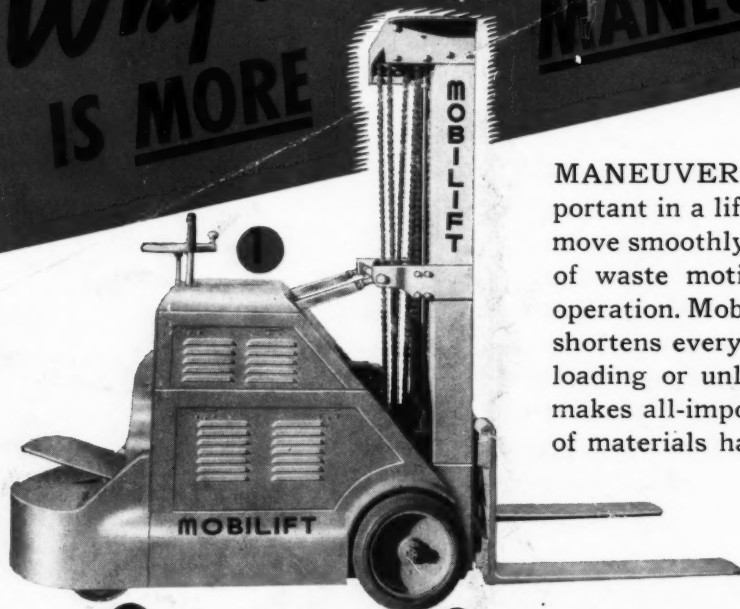
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